

Running Head: A Comprehensive Study of the Incentive Award

**A Comprehensive Study of the Incentive Award Program at
General Leonard Wood Army Community Hospital**



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Michael L. Cox

CPT, USA

U. S. Army-Baylor University

Graduate Program in Healthcare Administration

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ABSTRACT

General Leonard Wood Army Community Hospital's (GLWACH) Partnership Forum, a collection of supervisors, employees, and union representatives, feel the current incentive award program is a major source of worker discontent. Therefore, they commissioned this study to evaluate the present incentive award program based on fairness and effectiveness and to explore methods of reshaping the program into one that both rewards appropriate behavior and motivates employees.

The study is broken into three phases. In Phase I, a retrospective study looked at the current incentive award program to determine if awards distribution is equitable. The null hypothesis, awards distributions at GLWACH are equitable based on the variables of grade, gender, and division, is accepted at a $\alpha = .05$ level of significance. Phase 2 consisted of conducting a comparison based on survey results, between post and hospital employees in reference to incentive award programs. Mirroring the earlier results, 80% of hospital respondents believed that employees should receive monetary awards for doing their job well and 70% agreed that monetary awards should be tied to cost savings and/or improved organizational performance. Although there seems to be consensus on making award dollars available, how employees feel this money should be distributed is not so apparent and may be adding to managements uncertainty about the awards process.

Finally, Phase 3 utilized a case study approach to analyze both the anecdotal and empirical evidence in current literature. Survey results and comments made on the survey, suggest that perception and expectation are playing a role in the general

disillusionment with GLWACH's incentive award program. Therefore, recommendations are tailored to enhance employee perception and expectation, related to the program.

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**A Comprehensive Study of the Incentive Award Program at
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INTRODUCTION

Conditions Which Prompted the Study

“Taking care of people” is paramount to the success of an organization, and managers are constantly searching for ways to accomplish this task. Recruitment and retention, buzzwords heard throughout the federal sector and the Department of Defense (DoD) are indicative of the uphill battle being fought to retain and maintain the civilian and military workforces. Low unemployment coupled with stable economic growth in the 1990’s, created an atmosphere where federal employers must reexamine their employee compensation and incentive programs in order to sustain motivation and morale. Behavior theorists assert that a well thought out and managed incentive/award program is essential to meeting the employee’s hierarchy of needs and creating an atmosphere of trust and loyalty between the workers and the organization.

In 1994, Fort Leonard Wood Commanders, due to budgetary constraints, banned the use of monetary awards as part of the post employee incentive program. However, General Leonard Wood Army Community Hospital (GLWACH) did not participate in the post-wide ban. The hospital was able to avoid the ban because it is a tenant unit on the installation, and has a separate command and resource authority. During the period of 1994 to present, GLWACH has continued its monetary incentive award program, but not without some degree of consternation. Hospital employees complain that many mid-level supervisors refuse to participate in the program and that incentive award fund distribution is less than equitable. Although honorary awards are used extensively at GLWACH and

on Fort Leonard Wood, monetary and time-off awards appear to generate the most displeasure among employees and supervisors.

At GLWACH, monetary awards fall into three categories: Sustained Superior Performance, Special Act or Service, and On-the-Spot Awards. Eligibility for the Sustained Superior Performance award centers on the use of the Total Army Personnel Evaluation System (TAPES). All employees with an “Overall Performance” rating of “1” are eligible to receive a monetary award (MEDDAC Policy, 1997). This creates a problem because; anecdotal evidence suggests that the performance appraisal system is greatly inflated (Over 80% of hospital employee ratings fall within this category). By tying the Sustained Superior Performance award program to a less than perfect performance appraisal system, supervisors are in the unenviable position of deciding how to equitably divide award dollars among their personnel. Experience demonstrates that front-line supervisors resent being in this position and many simply choose not to participate. Others divide available dollars equally among the members of their department that qualify for the award. Although this may be the easier solution, it does not address the intent of the program and creates an atmosphere of discontent. The question remains, with such a limited budget, how do we single out those individuals who truly deserve recognition?

While less controversial than the Sustained Superior Performance Award, Special Act or Service and On-the-Spot Awards receive their share of employee and supervisor complaints. Both awards have maximum allowable dollar amounts that are lower than the Sustained Superior Performance Award. This causes personnel within the organization to question the motive and practicality of the program. Supervisors are

especially concerned that employees are receiving the wrong message. It appears that just meeting the standard day-to-day is more highly coveted than innovation and going the extra mile.

Statement of Problem

Supervisors and employees at GLWACH are not happy with the current incentive award program and both are looking for a change. The hospital Partnership Forum, in concert with the Governing Board, is concerned that money diverted into a program that is loosely monitored and ineffective will erode morale, opposite of the intended outcome. Therefore, the Forum wants a study conducted to evaluate the present incentive award program based on fairness and effectiveness and to explore methods of reshaping the program into one that both rewards appropriate behavior and motivates employees to align their efforts toward meeting the strategic mission and vision of the organization. The program must also provide enough flexibility that supervisors will feel they can appropriately reward employees who go “above and beyond”.

Literature Review

A review of the literature indicates that both civilian and federal sector organizations constantly struggle to design and implement incentive award programs that provide true motivation to employees, while meeting the needs of the organization. Incentive programs fall into two categories, monetary or non-monetary. Monetary awards have a distinct cash value. They include cash and all items easily converted into cash. Non-monetary awards are more symbolic in nature. Although considered symbolic, they often have a large cash value, but are treasured more for their intrinsic, than monetary value. In addition, significant differences exist between civilian and

federal sector incentive programs. This is because within the federal sector, regulations limit supervisor latitude for creative and innovative designs of their incentive programs.

Regardless of the type of program administered or the award given, it must provide some sense of value to the employee to be beneficial. Several recent research projects suggest that non-monetary awards provide longer lasting effects and improve overall employee satisfaction. This is important to note, since almost every employee survey conducted over the last four decades, “full recognition for a job well done” is at the top of the list. Although, "full recognition" is at the top of most lists, each individual employee may have a different perspective related to its meaning. Recognition comes in many forms and every individual has different expectations and needs, further adding to the confusion and difficulties faced by managers.

This literature review examines the use of incentive programs in the civilian and federal sectors, as well as the Department of the Army (DA). It documents evidence of the anecdotal and empirical research concerning incentive programs and compares their use across civilian and federal sectors. Secondly, it looks at incentive programs currently in use throughout the DA, to establish whether any could be adapted as a model in the design of a new program for GLWACH.

Civilian Sector Research and Programs

There is a substantial amount of anecdotal evidence that incentive programs boost productivity and worker loyalty. However, even the most experienced managers often muse over the type of program that will elicit the strongest motivational response. There are those who, based on employee surveys, feel monetary awards are most appealing and should be the incentive of choice. Others believe that monetary awards lack the

emotional impact of more tangible awards such as merchandise, travel, or special recognition of achievement. This lack of consensus and empirical evidence has resulted in numerous studies across multiple business lines (Gravalos & Jack, 1995).

In a 1999 study, researchers at the University of California, Los Angeles (UCLA), surveyed over 1,000 American adults and discovered that a large percentage of employees used cash bonuses to pay bills. In fact, twenty-nine percent of the respondents reported that their last cash bonus was spent on bills, while 18% reported that they could not remember how the money was used (UCLA, 1999). Robert Macintosh, Michigan State University wrote, “effective incentive programs meet four objectives: recognition, social prestige, achievement, and self-esteem.” It is clear from the UCLA study that cash awards do not always meet these criteria. Once the employee cashes the check and spends the money on something with little or no lasting value, the purpose of the program is diminished. In a counter view, Robbins (1999) stated, people may not work solely for monetary reward, but take away the money and see if anyone comes to work.

In a similar survey conducted by USA Today, American Express employees were asked what they want most from an employer. Forty-six percent of the workers rated personal feedback as what they wanted most, while only thirty-two percent rated financial rewards as most important. Yet, in an online survey conducted at the same time, a different sample of employees rated compensation as the number one motivator, by 3:1 over personal feedback (Armour, 1997). Employee surveys often disagree over the number one motivating factor, but monetary rewards are almost unanimously ranked as number two (Robbins, 1998). Mixed results such as these provide a perfect example of why managers struggle to create programs that meet individual employee needs, while

also supporting the strategic goals of the organization. The USA Today report cites worker autonomy, waning loyalty, and fewer guarantees in the workplace as possible explanations for mixed results from the various studies (Armour, 1997). It is interesting to note, even in a transient job market employees continue to choose recognition over compensation.

Anecdotal evidence seems to suggest that monetary awards are less effective than non-monetary awards, but empirical evidence is needed to make sound managerial decisions. In 1994, Goodyear Tire & Rubber Company sponsored a study that compared a monetary incentive program to one that utilized tangible incentives such as travel and merchandise. Retail centers were stack-ranked based on previous sales and then divided into two groups on an odd and even numbered basis. This was done to help decrease confounding variables during the study. After formation of the two groups, one group received monetary awards based on sales volume and the other received an equivalently priced selection of tangible non-monetary incentives. Although both groups improved sales during the program, the group offered the tangible incentives increased sales almost 50% above the monetary group. This data is reported to be statistically significant at the 95% confidence level (Gravalos & Jack, 1995). Due to slacking sales, Mazda Motors of America, Inc., designed a study similar to the Goodyear study where monetary awards were compared to non-monetary tangible awards. The results of this study mirrored the Goodyear study. It should be noted; both programs exceeded their overall sales objectives (Colby & Jack, 1996).

One possible explanation for the results obtained in the Goodyear and Mazda studies is contained in a 1993/94 study conducted by Innovative Resources. The study

looked at the role emotion plays in the effectiveness of the incentive offered. Infrared scanning technology was used to determine how incentive offers are processed within the brain. The study determined that offers of tangible incentives are processed in the right hemisphere of the brain, which controls visualization and imagery. Therefore, employees produced “mental pictures” of the awards being offered, which creates a stronger emotional response. By contrast, monetary awards are processed in the left hemisphere of the brain, which lacks the ability to create imagery. When a monetary award is offered, the left hemisphere of the brain simply processes the information and determines if the incentive is worth the time and effort, it requires (Gravalos & Jack, 1995).

Sales organizations appear to be successfully using incentive programs to energize and motivate employees, but service organizations also need to develop strategies to heighten worker performance. American Express, one such service company, developed a very elaborate “managers tool kit” to assist supervisors in identifying meaningful, measurable, and movable performance measures. The “tool kit” is designed in a manner that allows managers the opportunity to identify objectives, define the target audience, build a budget, select types of rewards and recognition, and evaluate and communicate the results.

Due to the difficulty associated with identifying and evaluating performance measures, service organizations face a unique challenge. Metrics such as improved customer satisfaction can be elusive and often reflect an environmental change rather than a change in individual performance. In high performing service organizations, this process becomes even more difficult due to the level of effort required to sustain top rated operations (Managers Tool Kit, 1999). Service organizations are struggling to

develop metrics, which accurately reflect individual productivity. Results from metrics such as customer satisfaction are transient and conflicted by numerous confounding variables. Therefore, they are not good measures of worker productivity. Federal sector service organizations face an even more daunting challenge, due to regulatory controls that dictate how the organization is judged against its peers and the controls placed on the administration of incentive award programs.

Uniqueness within Federal Sector Incentive Programs

Managers in the federal sector must contend with the same challenges as their civilian counterparts. In addition, they work within a system where statutes and regulations strictly govern use of monetary and non-monetary incentive award programs (Using Non-Monetary Incentive Awards, 1997). However, in a 1998 survey by the Office of Personnel Management, most agencies visited feel that the current government-wide rules provide sufficient latitude to design award programs that best fit their individual needs (How Agencies Use Incentive Awards, 2000).

Federal rules require agencies to provide “appropriate” incentives and recognition. These rules are intended to ensure that program administration is fair and equitable. In 1995, changes in federal regulation provided agencies wider latitude in the design and administration of award programs. The new regulation, in line with Total Quality Management, allows recognition of team accomplishments, allows agencies to tie performance evaluation and rewards to organizational goals, and make incentive award decisions independent of the annual performance appraisal. The afore mentioned 1998 study revealed that most agencies are in various stages of redesign due to the relaxation of the rules (How Agencies Use Incentive Awards, 2000).

In the 1998 study, several interesting trends were noted throughout federal organizations. First, money availability is a key concern. Manager's report, across agency lines, that award program money is often the last to be released by headquarters and uncommon delays often leave them without the ability to predict how much money will be available. In addition, funding levels and guidance tend to change year to year. Secondly, employees of all 15 agencies surveyed, expressed skepticism regarding the utility of performance award programs as an incentive to do good work. The survey reported that only 28% of the workforce supported this notion, and in a 1999 government-wide survey, the proportion holding this view dropped to 23%. Finally, it is reported that agencies do an excellent job of following federal and local regulation in the administration of incentive award programs. However, there is little or no evidence that agencies are monitoring or attempting to evaluate the effectiveness of award programs. Even the most recently designed programs do not have a mechanism built in to assess the results of the redesign effort or identify opportunities for improvement (How Agencies Use Incentive Awards, 2000).

A follow-up government-wide study in 1999 further evaluated the redesign process. This study pointed out that most of the same trends continue, but a couple of new positive trends surfaced. One positive trend noted in the 1999 study is the separation of incentive programs from the performance appraisal system. Its inclusion in the redesign process may reflect management and employee skepticism regarding the performance appraisal system (How Agencies Use Incentive Awards, 2000; Koca, 2000; & Friel, 2000). Christy Harris, a staff writer for the Federal Times, wrote an article in May of 1999 detailing some of the concerns voiced by management and employees

throughout the federal sector. The number one concern voiced is the feeling that the majority of bonuses awarded are given to employees who are merely performing at a level they should be achieving anyway. This is partially due to the linkage of performance awards to a performance appraisal system that many consider ineffective. Award programs lose credibility due to the workforce's general disillusionment over the performance appraisals system (Harris, 1999). Wilson (1995) agreed, budget constraints and work force reductions (based on seniority and performance evaluation data) are also having an impact on employee and supervisor relations. Managers are basing performance appraisal less and less on first hand knowledge of the employee as a basis for their performance judgment, further eroding the employee's confidence in the system.

Another positive result of the redesign effort, noted in the 1999 study, is the inclusion of key stakeholders in the process. The Agriculture Research Service, a branch of the United States Department of Agriculture (USDA), is one agency that took advantage of the new more flexible government regulation by designing a new incentive/performance award program. Under this new program, to qualify for an award, the employee must be nominated by a supervisor, coworker, customer, or peer. Employees can be nominated either individually or as a group. This is a very innovative approach and allows individuals outside the agency an opportunity to recognize someone for providing outstanding service (Monetary Awards, 1999). In order to maintain uniformity within the program, the USDA publishes guidelines to assist managers in the awarding of monetary and non-monetary awards (see Appendix A) (Non-monetary Awards, 1999). The Army, Justice, and Treasury departments report they are now

looking at making changes in their incentive programs, utilizing the new relaxed rules (How Agencies Use Incentive Awards, 2000; Koca, 2000; & Friel, 2000).

It is widely speculated that agencies in the federal sector use liberal performance award criteria in an attempt to compensate employees for low pay. Generally, federal employee pay is lower than their civilian counterparts. In 1995 and 1996, the Office of Personnel Management reported that federal agencies granted nearly nine monetary awards for every ten employees. Such liberal use of incentive programs adds to the disillusionment among federal workers. The average monetary award in 1995 was \$707, hardly enough to make up the delta between government and civilian pay. Efforts are underway to improve federal sector compensation for truly deserving employees (Harris, 1999). In one initiative currently underway, the White House Administration drafted legislation to allow agencies more flexibility in their hiring and compensation practices. If passed, this legislation will allow agencies to “broad-band” pay structures. “Broad-banding” is a tool that enables clustering of two or more pay grades together, thus allowing the agency a greater opportunity to compete for high performing and specially qualified employees. The concept, developed by the Office of Personnel Management, is being tested in several units within the DoD (Koca, 2000; & Harris, 1999).

However, Thomas Wilson (1995, p. 60-61), denounces the use of “broad-banding”. He feels that such efforts are simply patches on an existing system and do little to change the practices of managers who utilize the programs. The emphasis is often on communication and not on the fundamental elements that control human behavior. On the other hand, executives feel that if the program is implemented well the problem will resolve. The solution, they believe, will come quickly without real

commitment or personal change (Wilson, 1995). Once again, the experts disagree on the best method for recognizing quality individuals within the organization.

Uniqueness within Department of Army Incentive Programs

In line with federal regulation, DA policy allows individual agencies the ability to establish and administer incentive award programs locally. This flexibility enables local commanders the opportunity to tailor incentive programs to meet the budgetary and manpower requirement of the mission they support. This is particularly important to note in a time where mission creep is expanding and budgets are shrinking. Commanders are faced with the unenviable task of allocating resources to maintain training, repair equipment, and motivate troops and civilian personnel. This has created an environment where incentive award programs vary greatly depending on the local budget and personality of individual commanders.

The use of non-monetary awards appears to be relatively consistent throughout the DA. However, monetary award systems vary greatly. Several agencies do not allow monetary incentives and encourage time-off and honorary award programs to recognize employee accomplishments. Others have very generous monetary award programs that allow supervisors to pay out up to 6% of the employees base salary as a performance award (Summary of Research, 2000). Table 1, details incentive award programs at various posts across the Army and one federal program.

Table 1
Combined Research on DoD and Federal Sector Incentive Programs

Document Location	Incentive Awards		Invention Award		Superior Accomplishment Award		Performance Awards		Quality Step Increase		Honorary Awards		Public Service Awards		Career Service Recognition	
	M	N	M	N	M	N	M	N	M	N	M	N	M	N	M	N
AR 672-20	X	X	X	X	X	X	X	X	X			X		X		X
Fort Lee					X	X	X	X	X			X				X
Fort Leavenworth					X	X	X	X	X			X				X
Fort Bragg					X	X	X	X	X			X				X
Fort Carson					X	X	X	X	X			X				X
Fort Huachuca					X	X	X	X	X			X				X
Fort Benning					X	X	X	X	X			X				X
Fort Rucker					X							X				X
Fort Leonard Wood						X		X				X				X
USDA	X	X			X	X	X		X			X				X

Note. M = Monetary N= Non-monetary

From “Summary of Research on Incentive Awards (2000, January 31), by Fort Leonard Wood Labor-Management Process Action Team. Reprinted with permission of the author.”

Although the types of programs are controlled by regulation, their administration is very different. For example, at Fort Lee, each director is allowed 1.25% of personnel salaries and is responsible for managing his/her own budget. By contrast, Fort Leavenworth Commanders are given only .5% of personnel salaries to use for incentive

programs; they use non-monetary awards to augment small cash awards. The diversity noted in the administration of award programs within the DA highlights the monumental task commander's face in designing a program to meet the needs of their organization (Summary of Research, 2000).

In 1996, the Fort Leonard Wood Labor-Management Partnership Council conducted a survey regarding the use of monetary incentive awards on the installation. Although, monetary awards were suspended in 1994, the council continued to explore ways to recognize deserving individuals. The response rate on the survey was 53%. Such a high response rate is indicative of the interest incentive programs generate among the workforce. The survey allowed the council to identify 13 key areas of concern (see Table 2).

Table 2
Thirteen Key Areas of Concern: 1996 Survey

-
1. Train management on what the awards program is and how the awards process works
 2. Favoritism (Management gives awards only to their favorite employees)
 3. More Command involvement
 4. Awards are not given out
 5. Awards are not administered fairly
 6. Only management/supervisors receive awards
 7. Standardize the award program
 8. Civilians are not recognized for awards, especially by military supervisors
 9. Educate non-supervisory civilians on the awards process
 10. Publicize awards
 11. Awards are not presented timely
 12. Allow peers/customers to nominate awardees
 13. Too much paper work for the award process
-

Note. From "Incentive Award Questionnaire Survey Comment Summary (1996), Fort

Leonard Wood Labor-Management Council, Fort Leonard Wood, MO."

Although an extensive array of honorary awards exists at Fort Leonard Wood, employees overwhelmingly want to return to some form of a monetary incentive program. In 2000, the Fort Leonard Wood Labor-Management Partnership Council formed a process action team (PAT) to reevaluate the use of monetary incentives on the installation. The PAT initiated a survey to gain insight into what type of program would best suit the employees (see Incentive Awards PAT Survey, Appendix B). Seventy-seven percent of respondents felt that employees should receive monetary awards for doing their job well, with 68% of respondents reporting they are unhappy with the current (non-monetary) incentive award program. A significant finding in the survey is the fact that respondents wanted monetary awards based on quantifiable results. This corresponds to the fact that a majority of respondents preferred special act awards to performance awards (Incentive Awards PAT Survey Brief, 2000). This may reflect a lack of confidence in the performance appraisal system, as noted in other federal studies. Subjective comments on the survey very closely resembled the 1996 study. The 2000 survey revalidated the 13 key areas of concern noted in the earlier study.

There is a long-standing controversy among behavior scientists over the use of intrinsic vs. extrinsic reward systems and which one best reinforces desired behavior. Therefore, programs to recognize individual top performers go in and out of favor in American organizations and program designs often mimic the latest research or best selling management book. Incentive award systems have become such a problem for today's managers, many ask, do we really need them, or have incentive programs outlived their usefulness? The answer to these questions is found by looking closely at what drives American culture. Americans enjoy a culture of immense diversity based on

the premise of entrepreneurialship. The opportunity to receive rewards for hard work and innovative ideas is pervasive within the culture and industry goes to great lengths to exploit this trait. It is a culture founded on individual effort, where heroes are idolized and losers are forgotten. There is simply no tradition of social control or conformity to guide behavior toward achievement of organizational goals, rather than the individual's goals (Wilson, 1995). For these and many other reasons, incentive award programs will continue to be an integral part of the American culture, thus continuing to exasperate managers and employees equally.

PURPOSE

The purpose of this project is to determine if administration of the incentive award program at GLWACH is unfair, as perceived by employees and supervisors. Concurrently, I will conduct a survey, to determine if philosophical differences exist between GLWACH and Post civilians, since one is working with a monetary incentive award program in place, while the other has worked without monetary incentive awards since 1994. Finally, after an extensive literature review, recommendations will be made to the Hospital Partnership Forum regarding redesign and implementation of a new incentive award program. The overarching goal of this study is to improve the incentive award program at GLWACH.

METHOD AND PROCEDURES

In order to facilitate the research process, this project will be broken into three phases. In Phase 1, a retrospective study will look at the current incentive award program at GLWACH to determine if awards distribution is equitable. Phase 2 consist of validating two survey tools used recently by the Fort Leonard Wood Labor-Management

Board. Then conducting a comparison based on survey results, between post and hospital employees in reference to incentive award programs. Finally, Phase 3 utilizes a case study approach to analyze both the anecdotal and empirical evidence in current literature. The findings will be summarized and provided to the Hospital Governing and Partnership Forum, along with recommendations, so that they can determine the best course of action for future incentive award programs at GLWACH.

Phase 1

This phase utilizes a descriptive study using a retrospective quasi-experimental design. Secondary data, for the study, are available through the GLWACH Civilian Personnel Office. The secondary data are from the civilian employee database, and Medical Expense Performance Reporting System (MEPRS). Both systems undergo extensive testing, helping to ensure both the validity and reliability of the data. Upon receipt, the data were normalized and checked for completeness and duplication. The reason for choosing this design is to look for correlation among different variables within the data set, so management can look for trends within the incentive award process. There will be no attempt to identify causation in this phase of the study; it will simply be looking for correlation among the variables. The secondary data set contains multiple dependent and independent variables (see Table 3).

Table 3
Phase 1 Dependent and Independent Study Variables

Independent Variables	Dependent Variables
Employee ID	Award Type
Pay Grade (WG, GS)	Cash Amount
Deputy	Hours Off
Division	Mean Cash Amount/employee
Gender (male/female)	Mean Time Off/employee
	Percent Assigned Receiving an Award
	Number of Awards/employee

To address ethical concerns, employee ID numbers were randomly assigned to the study group. The use of employee names is not necessary for completion of the study and is therefore excluded. Employee demographic information will be limited to pay grade, deputy, division, and gender. Since it may be possible to identify individuals based on this demographic information, only aggregate data will be reported. The Organizational Ethics Committee and the employee union were consulted due to the use of employee personnel record reviews needed to complete this study. Both felt the study was beneficial to the organization, and agreed to support the study, based on aggregate data reporting and no individual information being released. The population of civilian employees at GLWACH is 460, so the sample size includes the entire population.

Phase 2

The phase evaluates hospital employee perception related to the incentive award program. To facilitate this process, questions from two survey tools designed by the Fort

Leonard Wood Labor-Management Process Action Team were administered to 200 of the civilian staff, at GLWACH. These surveys, previously administered to Fort Leonard Wood civilian personnel, help establish a baseline for comparison studies. For this reason, reliability testing of the tool is based on the results of the two different samples from the same population. Since the post sample and the hospital sample come from the federal sector population, reliability and validity of each question is established using a Chi-Square (Goodness-of-Fit) Test.

Chi-Square Formula:

$$TR_X^2 = \sum [(O - E)^2 / E] \quad (O = \text{Observed}; E = \text{Expected})$$

Hypotheses

H₀ = There is no philosophical difference between hospital civilian employees and post civilian employees related to incentive awards.

H₁ = There is a philosophical difference between hospital civilian employees and post civilian employees related to incentive awards.

A degree of face validity exists in the installation surveys, since a team of human resource experts reviewed the survey questions before its release. Examples of the installation surveys are in Appendix B and C.

To ensure equal representation across deputy, gender, and grade; the 200 surveys went to targeted individuals based on their respective percentage ratio of the above variables within the entire population at GLWACH (see Appendix D). Surveys were distributed by name, through division supervisors, to the targeted individuals. To ensure anonymity, the selected individual's name was stapled to the front cover of the survey. Instructions on the cover requested that respondents remove the cover sheet before

turning in the survey. Therefore, once the front cover was removed, it would be unlikely that anyone could identify the respondent based on the limited demographic information contained in the survey.

Phase 3

Lastly, we will develop recommendations for the future design of the GLWACH incentive award program, based on the statistical analysis of the retrospective data, survey results, and an in-depth review of literature. The key to success in this phase is tying the recommendations to the hospital's strategic plan. GLWACH is developing a "Balance Scorecard" as part of a Medical Command (MEDCOM) study designed to implement performance metrics that parallels strategic initiatives. Therefore, it is imperative to align the incentive award recommendations with this forward thinking proposal. Validity and reliability measures, for this phase, cannot be tested until performance metrics are established and the new "Balanced Scorecard" program is implemented.

RESULTS

Retrospective Data

Analysis of award data for years 1998, 1999, and 2000 revealed the following. Four hundred-seventy different civilian hospital staff received nine hundred-seventy-one awards over the three-year period. This culminated in a combined total of \$85,855 for monetary awards and 7,836 hours of time-off. Statistical analysis showed no significant variation in the frequency, type, or amount of awards, based on grade, gender, or division. Therefore, the null hypothesis, awards distributions at GLWACH are equitable based on the variables of grade, gender, and division, is accepted.

Since the incentive award program appears to be operating in an equitable manner, the emphasis of this analysis shifted toward providing hospital leadership useful information that will help them monitor and shape the program in the future. To assist in this process data are reviewed by year group and in aggregate. They are further sorted by deputy, division, gender, and grade. The following tables and charts provide a summary of the findings. Table 4 below, is a snapshot of award distribution for 1998, 1999, and 2000 by deputy

Table 4

Award Distribution by Deputy

Year	DCA		DCCS		DCHS	
	Cash	Time-off	Cash	Time-Off	Cash	Time-Off
1998	\$9675	680 hrs	\$10450	906 hrs	\$7425	336 hrs
1999	\$8085	680 hrs	\$9000	1136 hrs	\$7400	408 hrs
2000	\$9540	732 hrs	\$12700	1452 hrs	\$6000	1126 hrs
Combined	\$27300	2092 hrs	\$32150	3494 hrs	\$20825	1870 hrs

Note: Approximate Percentage of employee population by Deputy in 1998-2000, (DCA, 32%), (DCCS, 42%), and (DCHS, 26%). Award money is distributed equally among deputies based on the above percentages.

Each fiscal year during the budgeting process, incentive award money is set aside. Members of the Partnership Forum stated, "We attempted to improve the Incentive Award Program by increasing the amount of money available for distribution." Yet, the amount budgeted appears to increase each year while the amount awarded remains relatively constant. Availability of funds does not appear to be the root cause for non-participation in the program (see Figure 1). This is in contrast to several federal sector studies cited in the literature review. Managers continually emphasized that budget uncertainty was a major factor leading to discontent regarding their incentive award programs. GLWACH seems to have recognized this concern and attempted to implement a solution. However, it does not appear to be solving the problem of management participation.

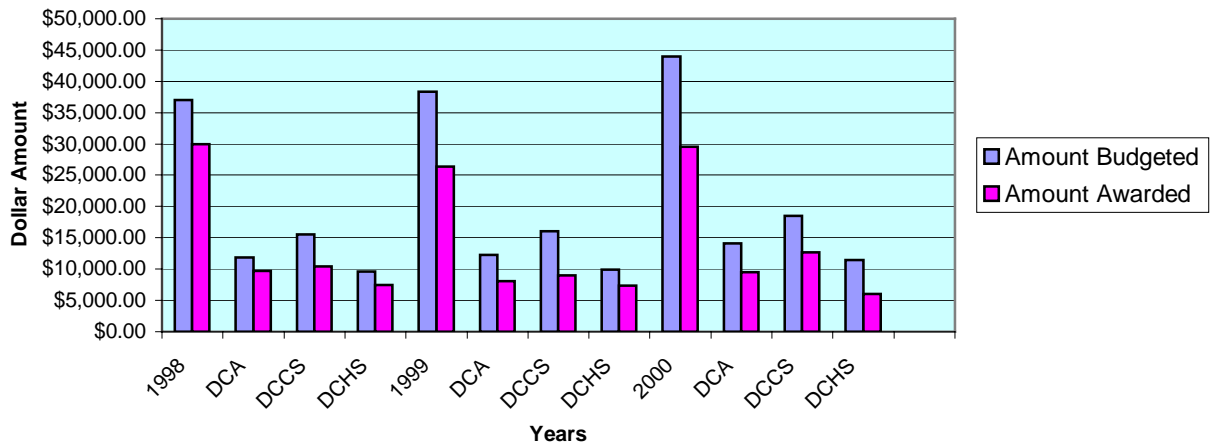


Figure 1. Amount of Award Money Budgeted, Compared to Amount Awarded. Award budget only includes provision for monetary awards and does not take into account Time-Off or Honorary Awards.

Non-Monetary awards are not included in the budget, but their costs to the organization need to be understood. Time-Off awards involve a direct cost associated with employee salary and incur a secondary cost related to lost opportunity (i.e. opportunity costs). Capturing opportunity costs across the organization would be virtually impossible. However, using the mean hourly wage of all civilian employees

provides an estimate of salary expense related to Time-Off awards. See Table 5 below, for the results of this analysis.

Table 5

Estimation of Costs Associated with the Provision of Time-Off Awards

Year	Hours Awarded	Mean Hourly Wage	Estimated Costs
1998	2026	\$20.52	\$41,573.52
1999	2380	\$21.26	\$50,598.80
2000	3430	\$22.04	\$75,597.20
Combined	7836		\$167,769.52

For the purpose of this study, it is not prudent to attempt to summarize all of the data in the body of this paper. Therefore, a complete collection of tables and figures is located in Appendix E. It includes a complete synopsis of the data, broken down by year, deputy, division, grade, and gender.

Survey Results

As stated earlier, Phase 2 incorporated the use of two surveys designed by the Post Labor Management Council. Of the 200 surveys distributed, 26 were undeliverable

due to leaves of absence and temporary duties outside the facility. Four of the targeted respondents no longer worked for GLWACH. Eighty-eight of the remaining surveys were completed and returned resulting in a return rate of 52%. Using a Chi-Square (Goodness-of-Fit) test, each question was correlated at a $\alpha = .05$ level of significance. The null hypothesis was accepted for all questions except #6 and #10. See a complete list of questions and corresponding responses in Appendix F. Demographic information contained in the survey is presented below (see Table 6).

Table 6

Demographic information from Incentive Award Survey

Category	Total # of Respondents	Total % of Respondents
Years of Federal Service		
1-10 years	12	13.64%
10-20 Years	41	46.59%
> 20 years	35	39.77%
Gender		
Male	38	43.18%
Female	50	56.82%
Grade		
GS 03-07	39	44.32%
GS 08-12	38	43.18%
WG	11	12.51%

Mirroring earlier survey results, 80% of respondents believed that employees should receive monetary awards for doing their job well. Additionally, 70% reported that

monetary awards should be tied to cost savings and/or improved organizational performance. Although there seems to be some consensus on making award dollars available, how employees feel they should be distributed is not so apparent. The installation sample and the hospital sample differed significantly on this issue. Sixty-nine percent of the post sample believed that many small awards should go to many employees, only 53% of the hospital sample agreed. Respondents from the hospital chose (a few large monetary awards for a few employees), at a rate of over 2:1 of that of the post sample. A possible explanation for these results is covered in the discussion chapter.

The survey tool included space for subjective statements. A summary of comments is provided below (see Table 7). A complete listing of all comments appears in Appendix G.

Table 7

Summary of Comments from Incentive Award Survey

Comments	# of Occurrences
1. Time-Off awards need to be an option.	10
2. Only those in clique get awards.	4
3. Awards should only be given to people who perform above and beyond job description.	4
4. Cash award should include taxes.	2
5. Several small monetary awards are better than a few large awards.	2
6. The people behind the scenes get the least recognition.	2
7. Awards should be linked to a clearly defined goal and the amount and type of award should be known up-front.	2

- | | |
|--|---|
| 8. There should be more team awards. | 2 |
| 9. Quality step increases should be available. | 2 |
-

Note: Only those comments that were repeated by at least two respondents appear here.

DISCUSSION

In the result chapter above, it is noted that empirical evidence suggests that there are no statistically significant variations based on available data. However, variation in the awards process does not necessarily need to be significant to warrant attention. If we look at the analysis contained in Appendix E, it becomes readily apparent that program management varies by division. Some appear to reward employees more frequently with smaller awards, while others give larger awards less frequently. Although the overall distribution balances out, employees who transfer between divisions may find the different philosophies confusing and frustrating. For example: In fiscal year 2000, Pharmacy presented monetary awards to 67% of its employees, with a mean cash amount per employee of \$108.33. Yet, Preventive Medicine only presented awards to 14% of its employees, but the mean cash amount awarded to each employee was \$325. This example illustrates the degree of variation that exists within the program and may explain why many employees perceive its administration as unfair.

The most obvious and simple solution is for management to dictate awards distribution (i.e. many small vs. few large). This might even be the fairest solution, but it falls short of meeting the needs of the individual employee, supervisor, or the organization. To further complicate the matter, survey results showed that 53% of respondents prefer small and frequent awards, while 20% prefer a few large awards. This means, regardless of the how management directs the distribution of awards; at least 20%

of the staff will feel slighted. This is a perfect example why it is so hard to design a program that meets everyone's expectations.

It is the author's opinion that managing expectation and perception determines the success or failure of an incentive award program. However, this task is not simple to achieve. Further complicating this case is the fact that the majority of employees at GLWACH have a long history of federal employment. In fact, over 80% have invested 10 or more years in the federal system. This is important since recent budget cuts have greatly affected the Incentive Award Program. Gone are the days when almost everyone received some type of award, and even average performers were granted very large bonuses (to include Quality Step Increases). Yet, the bulk of hospital employees remember the "good old days", so their expectations are tarnished by these memories. Reduction in the amounts and value of awards also fuels the perception that management and leadership as a whole no longer appreciate their achievements.

This reduction in total number of awards may also feed the perception that awards distribution is inequitable. If the majority of employees were accustomed to receiving an award yearly and suddenly they do not get one, they tend to view the system as unfair. Especially if they hear, "through the grapevine", that one of their co-workers received an award. Robbins (1998), expounded on this phenomenon, workers often compare themselves to coworkers, friends, neighbors, and colleagues in other organizations. These comparisons affect the employee's motivation, organizational commitment, trust in his or her boss, and intention to quit.

Keeping this in mind, it is essential that management have tools in place allowing them to guide and hopefully control these expectations and perceptions. Even with the

copious amount of data collected on the Incentive Award Program, it is extremely difficult to convert it into useful information, and essential pieces are missing. For example, the bulk of awards presented are Superior Performance Awards (approximately, 85%), based on the Federal Civilian Employee Evaluation System. However, there is no data collected that allows senior management to assess for internal consistency in the evaluation program and evidence throughout the federal system show that over inflation of evaluations is a major problem. That equates to some employees receiving awards that are not merited. Discovered during the literature review, many federal organizations are attempting to remedy this problem by de-linking civilian evaluations and award programs, due to employee and supervisor dissatisfaction with the system.

Employee responses to the survey seem to express a very similar opinion. As stated earlier, over 70% believed that awards should be tied to cost savings or performance improvement, not just doing a good job. Similarly, hospital employees, who currently receive monetary awards, tended to select a few large awards going to a few individuals more often than the post sample. Several respondents' written comments contain one possible explanation for this shift. They felt that only employees performing beyond their job description should get awards. It is possible they are unhappy with the current system where average performers receive awards for just doing their jobs.

Although many employees report that just doing your job should not merit an award, they are nearly unanimous in wanting recognition for their work. Recognition in the work place rated number one in almost every study reviewed. In this study, only 2.8% responded that they did not want recognition and to be left alone to continue their work. However, as expected, how they want to be recognized differs greatly. When

asked, “the reward for doing a good job should be?” Thirty percent selected some type of public recognition, while 22% preferred private recognition. The remaining 48% was broken into two categories, 45.2% did not specify a preference, and the other 2.8%, as stated above, chose no recognition. Once again emphasizing how difficult it is to meet individual employee needs.

Regardless of the type of award given, employees demand recognition for their hard work. As expected, both monetary and time-off awards result in a significant cost to the organization. However, honorary awards may provide an equal level of satisfaction to the employee, with little or no cost to the organization. In the survey, employees were asked, “receiving a medal/honorary award is at least as important as receiving a cash award?” Sixty-three percent agreed with this statement. In another recent study, an equal number (63%) reported that a “pat on the back” is a meaningful incentive (Nelson, 1996). This suggests the method may not be as important as simply insuring that all employees are routinely and systematically recognized for their achievements.

CONCLUSION

In conclusion, the empirical data do not support this perception of inequality that exists among employees and managers at GLWACH. There is no significant variation of award distribution based on gender, grade or division. However, divisional administration of the program may be leading to confusion and some of the negative perception. Management of this perception will determine future success of the program.

Expectation is another critical factor in evaluating if an incentive award program will succeed. It is apparent that employees not only expect but demand recognition for doing a good job. This may play a critical factor at GLWACH. The majority of

employees have substantial previous federal job experience. Their expectation is based on the past, when incentive awards more closely resembled wage compensation than incentives for elevated performance. However, expectations are beginning to shift and survey results appear to place more emphasis on equality within the program, than amount of the award. Survey results differ on when, where, how, and who should provide recognition, but overwhelmingly suggest that recognition is needed and desired.

To alleviate both employee and supervisor trepidation about the program; both groups need extensive education on the purpose and administration of incentive awards. There seems to be a great deal of confusion about the program and budget constraints make it imperative that senior leaders no longer support frivolous unproductive programs. To resurrect the intent and value of the incentive awards program, it needs to be re-energized and brought into concert with strategic priorities.

There are several areas in this study where further research and better tracking of award data is warranted. First, there appears to be substantial confusion about what awards are available and the requirement for receiving an award at GLWACH. It would be very valuable to conduct a survey of supervisors, looking at their understanding, expectations, and perception of the program. Secondly, data collection is not rich enough to provide a complete picture senior management can use to fully evaluate the program. For example, there is no easy way to identify individuals who have never received an award or the criteria individual managers use to justify submitting an award. Thirdly, there is no system in place to monitor the effectiveness of the awards program and its policy.

RECOMMENDATIONS

1) Develop an organizational policy to cover the Incentive Award Program.

The current policy governing the GLWACH Incentive Award Program expired in September 1997. This sends a very confusing message to managers and employees and creates an atmosphere of instability. The policy needs to include the command philosophy about the incentive award program, types of awards available, the criteria for receiving an award, and the administrative process for submitting an award. This policy will serve as a template for the remaining recommendations.

2). Develop and publish educational material based on MEDDAC Policy detailing the incentive award process. Focus on the intent of the program, what awards are available, the criteria for receiving an award, who can nominate someone for an award, and the value of each award based on objective criteria.

This recommendation is designed to help manage employee expectation. It is important for both managers and employees to know what is available and what they need to do to receive an award.

3) In concert with development of educational material, establish a template similar to the one used by the USDA (Appendix A), detailing what awards are available and the criteria for each award.

Perception of equality is paramount to the success of this program. By creating this template, employees and supervisors will better be able to identify what type of award is merited and the awards board will better be able to quantify its award selection process. The template should also help increase management participation in the incentive award program, by providing a road map for award submission.

4) Maintain the current Sustained Superior Performance Award, with limits intact, but consider directing its application equally throughout the facility (i.e. all employees who receive top ratings will get an award and the award will be equal across deputy and division lines). This will help combat the perception of inequality and appears to be working well for Ft. Bragg.

Although this research project and previous studies report problems associated with the linkage of the Civilian Employee Evaluation System and incentive awards, reduction in this part of the program may send the wrong message to employees. After careful evaluation of the surveys and the comments contained within, it appears that many employees feel under appreciated. Therefore, taking this part of the program away may simply enforce these feelings.

5) Implement a strategy based on timely presentation of awards. Employees should not find out they received an award because it shows up on their pay stub.

Every study reviewed discussed the importance of timeliness in presentation of awards. Employees voiced concern about not knowing why they were receiving an award and recognition for their efforts. Although no one complained about receiving a monetary or time-off award, there is general discontent about how the practice is conducted. One possible solution is to create a certificate for monetary and time-off awards that managers can present detailing the employee's accomplishments and giving them something, they can maintain in their personnel records.

6) Develop a method of tracking award data in a manner that offers easy accountability for senior leadership.

One possible example is linking award data with the “living TDA” currently under construction. This would allow senior leaders to track award data at an individual level and develop profiles for managers.

7) Develop metrics and measures to evaluate the effectiveness of the Incentive Award Program.

The organization is expending a great deal of time, money, and individual effort to revitalize the incentive program. Therefore, it is essential that management attempt to measure its efficacy. Possible methods include surveys related to command climate, and general productivity measures. The question to ask, are employees more motivated and subsequently more productive under the new incentive award process?

The above recommendations deal primarily with employee and manager expectation related to the incentive award process. If both groups' expectations of the program are consistently managed, the overall perception should reflect a positive change. However, there will always be some degree of discontent in any incentive award program due to variation in individual preference. This is why some degree of flexibility at the manager level is essential. Direct supervisors need to assess individual needs and desires and provide appropriate rewards on this basis. Strict, tightly structured programs may ensure equal treatment of all, but they usually do not meet the organizational goal of motivating employees to do a better job.

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Appendix A

Reprinted with permission, USDA Guide for Employee Recognition

Time-Off Awards	
Value of the Employees Contribution	Hours to be Awarded
SMALL/ MODERATE Contributions that helped to ease a backlog or completing a special project that benefited primarily the employee's home office.	1 –10 Hours
MODERATE/SUBSTANTIAL Contributions that helped an entire division, region, or other large geographical area.	11 – 40 Hours

Measurable Benefits Scale	
Benefits	Award
Up to \$10,000	10 percent of the Award Benefits
\$10,000 to \$100,000	\$1000 for the first \$10,000 in benefits, plus 3 percent of benefits over \$10,000.
\$100,001 or more	\$3700 for the first \$100,000 in benefits, plus .005 percent of benefits over \$100,000.* Award amount should not exceed recipient's salary.

Note. *All recognition for individuals or group members exceeding \$5,500 per person
require approval from the appropriate Under or Assistant Secretary or General Officer.

Appendix A: Continued

Non-measurable Benefits Scale

Application			
Limited		Broad	General
Impacts the public interest, or a specific small work unit to as large as a division or region.		Impacts the public interest, or several regional areas or an entire agency.	Impacts the public interest, or more than one agency, or the Entire Department.
Value of Benefits			
Small/Moderate		Moderate/Substantial	Substantial/Extended
Limited	\$50 - \$100	\$325 - \$650	\$650 - \$1300
Broad	\$325 - \$650	\$650 - \$1300	\$1300 - \$3150
General	\$1000 - \$2500	\$2500 - \$5500	\$5500 - \$10,000

Note. As of the date of this publication, the monetary amounts apply throughout the Federal Government. Agencies may refine these definitions to fit the needs of the organization.

From: U.S. Department of Agriculture Departmental Administration Human Resources

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Appendix B

Incentive Awards PAT Survey

Reprinted with permission, Fort Leonard Wood Labor-Management Board

This survey is to assess level of interest on monetary awards for civilian employees.

1. If \$350,000 were available to the installation, (x) the option you prefer:
 - a. Recruit and retain more people in the work force.
 - b. A monetary incentive awards program
 - c. Funding of installation operations and maintenance projects that are currently not funded.
2. Should employees receive monetary awards for doing their job well? (Bonus) (x) option.
 - a. Yes
 - b. No
3. As a FLW employee is it important to tie monetary awards to cost savings initiatives and/or improved organization performance. (x) option.
 - a. Yes
 - b. No
4. As a FLW employee, are you satisfied with the current (non-monetary) incentive awards program on Fort Leonard Wood? (x) option.
 - a. Yes
 - b. No
 - c. Don't know or care
5. If the installation could do one or the other, which would you prefer: (x) option.
 - a. Few large monetary awards for a few employees
 - b. Many small monetary awards for many employees
 - c. Neither a or b
6. The reward for doing a good job should be: (x) your top 4.
 - a. Monetary award based on rating
 - b. Monetary award based on results
 - c. Monetary award for everyone in organization
 - d. Public recognition by award of a medal
 - e. Public recognition by award of a certificate
 - f. Public recognition at official ceremony
 - g. Private recognition by a personal letter
 - h. Private recognition by pat-on-the-back and good words
 - i. No recognition, just left alone to continue my good work.

Appendix B: Continued

Incentive Awards PAT Survey

7. As a civilian employee, if the following monetary awards were available, I would like to see: (rank order your preference. #1 most preferred, #4 least preferred)
 - a. Quality Step Increase
 - b. On-the-Spot cash award
 - c. Special Act Award
 - d. Performance Award (Successful level 1, 0-2% of base pay; Successful level 2, 0-1.5% of base pay, Successful level 3, no monetary award)
8. Are you WG, GS, or NAF?
9. Directorate/Organization/Brigade you work for? _____
10. Grade Level
11. How long have you worked a FLW?
 - a. less than 1 year
 - b. 1-3 years
 - c. 4-6 years
 - d. 7-9 years
 - e. 10-20 years
 - f. >20 years
12. Comments?

From: Fort Leonard Wood Labor-Management Council. (2000, October 5). Incentive award PAT survey. Fort Leonard Wood, MO: Author.

Appendix C

Incentive Awards Questionnaire Survey

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1. How many years have you worked for the Federal Government?
2. Are you Male or Female?
3. What is your employee Grade Level? (Example: GS-03, WG-04)
4. In general, awards presented at Fort Leonard Wood have gone to people who have earned them
 - a. Strongly Agree
 - b. Moderately Agree
 - c. Perhaps Agree
 - d. Perhaps Disagree
 - e. Moderately Disagree
 - f. Strongly Disagree
5. Management in my office rewards employees who show initiative and innovation.
 - a. Strongly Agree
 - b. Moderately Agree
 - c. Perhaps Agree
 - d. Perhaps Disagree
 - e. Moderately Disagree
 - f. Strongly Disagree
6. Management in my office set limits on the number of awards presented each year.
 - a. Strongly Agree
 - b. Moderately Agree
 - c. Perhaps Agree
 - d. Perhaps Disagree
 - e. Moderately Disagree
 - f. Strongly Disagree

Appendix C: Continued

Incentive Awards Questionnaire Survey

7. Receiving a medal/honorary award is at least as important as receiving a cash award.
 - a. Strongly Agree
 - b. Moderately Agree
 - c. Perhaps Agree
 - d. Perhaps Disagree
 - e. Moderately Disagree
 - f. Strongly Disagree
8. When I perform well, it is recognized by my immediate supervisor.
 - a. Strongly Agree
 - b. Moderately Agree
 - c. Perhaps Agree
 - d. Perhaps Disagree
 - e. Moderately Disagree
 - f. Strongly Disagree
9. Management in my office presents team awards where applicable.
 - a. Strongly Agree
 - b. Moderately Agree
 - c. Perhaps Agree
 - d. Perhaps Disagree
 - e. Moderately Disagree
 - f. Strongly Disagree
10. How would you describe your level of understanding of the award program conducted at Fort Leonard Wood?
 - a. Very High
 - b. Moderately High
 - c. Borderline
 - d. Moderately Low
 - e. Very Low
11. How would you describe management's level of understanding of the awards program at Fort Leonard Wood?
 - a. Very High
 - b. Moderately High
 - c. Borderline
 - d. Moderately Low
 - e. Very Low

Appendix C: Continued

Incentive Awards Questionnaire Survey

12. Comments?

From: Fort Leonard Wood Labor-Management Council. (1996, January 1). Incentive award questionnaire survey. Fort Leonard Wood, MO: Author

Appendix D

Survey Distribution by Deputy, Gender, and Pay Grade.

		Grade																					
	Percentage of Workforce	GS-03	GS-04	GS-05	GS-06	GS-07	GS-08	GS-09	GS-10	GS-11	GS-12	GS-13	GS-14	WG-02	WG-03	WG-04	WG-05	WG-06	WG-08	WG-11	WL-08	WS-08	
DCA	32%																						
Male	15%		6	6	3	4	1	3	2	2	2	0	0	0	0	0	4	1	0	1	0	0	
Female	17%	1	6	7	3	4	1	3	2	2	2	0	0	0	0	0	0	0	0	0	0	0	
DCCS	42%																						
Male	13%		5	5	3	3	1	2	2	2	1	0	0	0	0	0	0	0	0	0	0	0	
Female	29%		11	11	6	7	2	5	3	4	3	0	2	0	0	0	0	0	0	0	0	0	
DCHS	26%																						
Male	6%		2	2	1	1	0	1	1	1	1	0	0	1	0	1	0	0	0	0	0	0	
Female	20%	1	8	8	4	5	1	3	2	3	2	0	0	3	0	2	0	2	0	0	1	0	
Percent of Workforce		0.87%	18.91%	19.35%	9.78%	11.74%	2.83%	8.70%	6.09%	7.17%	4.78%	0.22%	0.87%	2.17%	0.22%	1.30%	1.96%	1.30%	0.22%	0.65%	0.65%	0.22%	
Survey Distribution		2	38	39	20	24	6	17	12	14	10	0	2	4	0	3	4	3	0	1	1	0	

Appendix E: 1998 - 2000 Data Summary

1998 Monetary Award Data Breakdown by Deputy/Division

Deputy/ Division	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
IMD	\$950.00	4	12	33.33%	\$237.50
LOG	\$3,500.00	20	50	40.00%	\$175.00
PAD	\$3,925.00	23	44	52.27%	\$170.65
POD	\$0.00	0	4	0.00%	\$0.00
RMD	\$1,300.00	6	34	17.65%	\$216.67
DCCS					
ASAP	\$0.00	0	0	n/a	
BMD	\$300.00	1	17	5.88%	\$300.00
PCCM	\$7,850.00	26	86	30.23%	\$301.92
PMD	\$500.00	4	18	22.22%	\$125.00
SURG	\$1,800.00	6	28	21.43%	\$300.00
SWS	\$0.00	0	0	n/a	
DCHS					
NCD	\$1,675.00	11	29	37.93%	\$152.27
NURS	\$3,200.00	11	41	26.83%	\$290.91
PATH	\$1,550.00	7	15	46.67%	\$221.43
PHAR	\$700.00	7	16	43.75%	\$100.00
RAD	\$300.00	2	16	12.50%	\$150.00
COMMAND	\$2,380.00	14	16	87.50%	\$170.00

Note: *Indicates two standard deviations from the mean.*

1998 Monetary Award Breakdown by Deputy/Gender

Deputy/ Gender	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Receiving Award	Mean Monetary Award
DCA					
F	\$5,475.00	28	82	34.15%	\$195.54
M	\$4,400.00	26	68	38.24%	\$169.23
DCCS					
F	\$9,450.00	34	117	29.06%	\$277.94
M	\$3,000.00	14	42	33.33%	\$214.29
DCHS					
F	\$6,705.00	34	90	37.78%	\$197.21
M	\$900.00	6	27	22.22%	\$150.00

Appendix E Cont.

1998 Monetary Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percentage Receiving Award	Mean Monetary Award
DCA					
GS-03	\$0.00	0	2	0.00%	\$0.00
GS-04	\$1,600.00	13	26	50.00%	\$123.08
GS-05	\$1,350.00	8	37	21.62%	\$168.75
GS-06	\$1,850.00	9	18	50.00%	\$205.56
GS-07	\$650.00	3	11	27.27%	\$216.67
GS-08	\$475.00	2	6	33.33%	\$237.50
GS-09	\$350.00	2	9	22.22%	\$175.00
GS-10	\$300.00	1	2	50.00%	\$300.00
GS-11	\$2,200.00	9	17	52.94%	\$244.44
GS-12	\$0.00	0	2	0.00%	\$0.00
GS-13	\$150.00	1	1	100.00%	\$150.00
WG-03	\$150.00	1	1	100.00%	\$150.00
WG-05	\$350.00	2	9	22.22%	\$175.00
WG-06	\$300.00	2	2	100.00%	\$150.00
WG-11	\$150.00	1	4	25.00%	\$150.00
DCCS					
GS-04	\$3,650.00	14	52	26.92%	\$260.71
GS-05	\$1,800.00	7	33	21.21%	\$257.14
GS-06	\$450.00	2	9	22.22%	\$225.00
GS-07	\$1,200.00	5	20	25.00%	\$240.00
GS-08	\$100.00	1	5	20.00%	\$100.00
GS-09	\$600.00	2	6	33.33%	\$300.00
GS-10	\$2,700.00	8	10	80.00%	\$337.50
GS-11	\$1,650.00	8	18	44.44%	\$206.25
GS-12	\$300.00	1	3	33.33%	\$300.00
GS-14	\$0.00	0	2	0.00%	\$0.00

Note: *Indicates two standard deviations from the mean.*

Appendix E Cont.

1998 Monetary Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percentage Receiving Award	Mean
DCHS					
GS-03	\$0.00	0	2	0.00%	\$0.00
GS-04	\$790.00	4	10	40.00%	\$197.50
GS-05	\$1,300.00	10	20	50.00%	\$130.00
GS-06	\$100.00	1	9	11.11%	\$100.00
GS-07	\$200.00	1	7	14.29%	\$200.00
GS-08	\$200.00	1	5	20.00%	\$200.00
GS-09	\$2,190.00	9	23	39.13%	\$243.33
GS-10	\$1,550.00	6	11	54.55%	\$258.33
GS-11	\$0.00	0	4	0.00%	\$0.00
GS-12	\$0.00	0	2	0.00%	\$0.00
WG-02	\$350.00	2	9	22.22%	\$175.00
WG-04	\$525.00	4	5	80.00%	\$131.25
WG-05	\$0.00	0	1	0.00%	\$0.00
WG-06	\$0.00	0	3	0.00%	\$0.00
WG-08	\$0.00	0	2	0.00%	\$0.00
WL-08	\$400.00	2	3	66.67%	\$200.00
WS-08	\$0.00	0	1	0.00%	\$0.00

Appendix E Cont.

1998 Time-Off Award Data Breakdown by Deputy/Division

Deputy/ Division	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time- Off Award
DCA					
IMD	48	2	12	16.67%	24.00
LOG	384	16	50	32.00%	24.00
PAD	128	8	44	18.18%	16.00
POD	0	0	4	0.00%	0.00
RMD	120	6	34	17.65%	20.00
DCCS					
ASAP	0	0	0	n/a	n/a
BMD	60	4	17	23.53%	15.00
PCCM	408	26	86	30.23%	15.69
PMD	72	4	18	22.22%	18.00
SURG	366	16	28	57.14%	22.88
SWS	0	0	0	n/a	n/a
DCHS					
NCD	152	16	29	55.17%	9.50
NURS	96	4	41	9.76%	24.00
PATH	88	11	15	73.33%	8.00
PHAR	0	0	16	0.00%	0.00
RAD	0	0	16	0.00%	0.00
COMMAND	104	5	16	31.25%	20.80

Note: *Indicates two standard deviations from the mean.*

1998 Time-Off Award Breakdown by Deputy/Gender

Deputy/ Gender	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time- Off Award
DCA					
F	344	18	82	21.95%	19.11
M	352	15	68	22.06%	23.47
DCCS					
F	738	41	117	35.04%	18.00
M	256	13	42	30.95%	19.69
DCHS					
F	272	23	90	25.56%	11.83
M	64	8	27	29.63%	8.00

Appendix E Cont.

1998 Time-Off Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percentage Receiving Award	Mean Time- Off Award
DCA					
GS-03	24	1	2	50.00%	24.00
GS-04	56	4	26	15.38%	14.00
GS-05	136	7	37	18.92%	19.43
GS-06	120	6	18	33.33%	20.00
GS-07	56	3	11	27.27%	18.67
GS-08	0	0	6	0.00%	0.00
GS-09	32	2	9	22.22%	16.00
GS-10	48	1	2	50.00%	48.00
GS-11	168	6	17	35.29%	28.00
GS-12	0	0	2	0.00%	0.00
GS-13	24	1	1	100.00%	24.00
WG-03	16	1	1	100.00%	16.00
WG-05	16	1	9	11.11%	16.00
WG-06	0	0	2	0.00%	0.00
WG-11	0	0	4	0.00%	0.00
DCCS					
GS-04	428	26	52	50.00%	16.46
GS-05	266	13	33	39.39%	20.46
GS-06	72	4	9	44.44%	18.00
GS-07	52	3	20	15.00%	17.33
GS-08	24	1	5	20.00%	24.00
GS-09	48	1	6	16.67%	48.00
GS-10	16	1	10	10.00%	16.00
GS-11	88	5	18	27.78%	17.60
GS-12	0	0	3	0.00%	0.00
GS-14	0	0	2	0.00%	0.00

Note: *Indicates two standard deviations from the mean.*

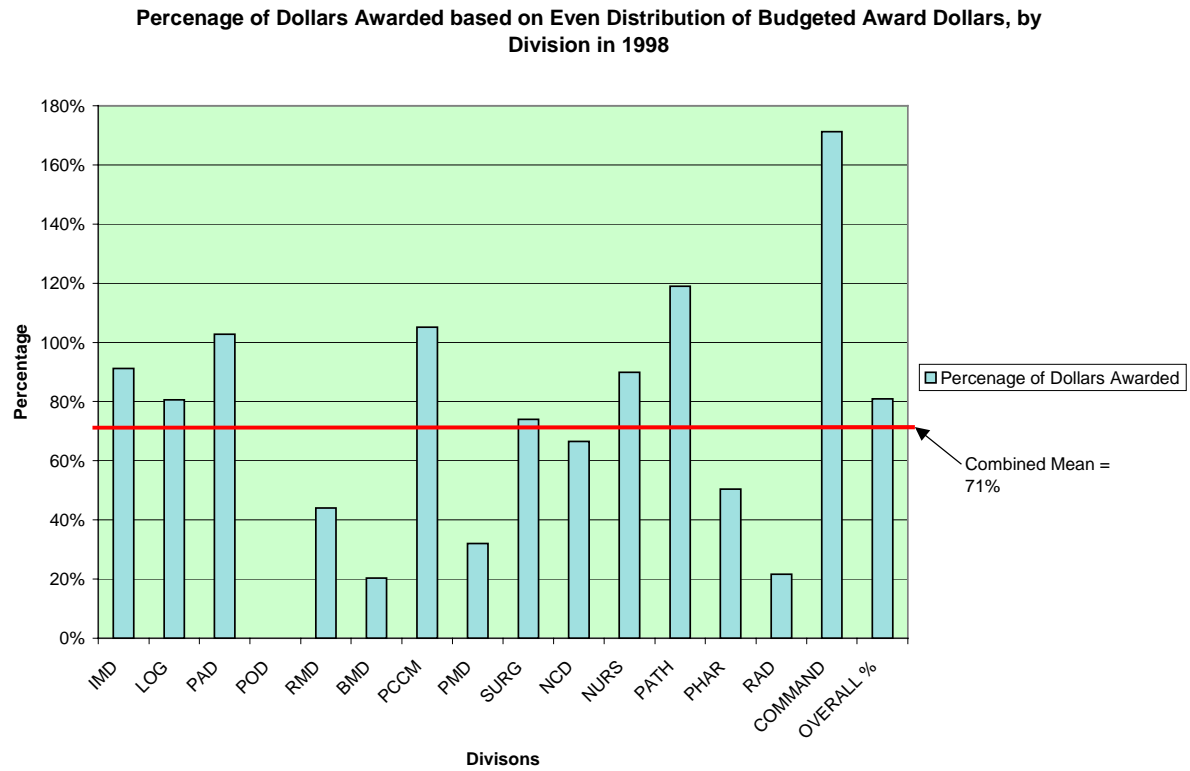
Appendix E Cont.

1998 Time-Off Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percentage Receiving Award	Mean Time-Off Award
DCHS					
GS-03	16	1	2	50.00%	16.00
GS-04	72	5	10	50.00%	14.40
GS-05	56	3	20	15.00%	18.67
GS-06	8	1	9	11.11%	8.00
GS-07	40	5	7	71.43%	8.00
GS-08	0	0	5	0.00%	0.00
GS-09	0	0	23	0.00%	0.00
GS-10	8	1	11	9.09%	8.00
GS-11	0	0	4	0.00%	0.00
GS-12	0	0	2	0.00%	0.00
WG-02	64	8	9	88.89%	8.00
WG-04	16	2	5	40.00%	8.00
WG-05	8	1	1	100.00%	8.00
WG-06	0	0	3	0.00%	0.00
WG-08	24	1	2	50.00%	24.00
WL-08	24	3	3	100.00%	8.00
WS-08	0	0	1	0.00%	0.00

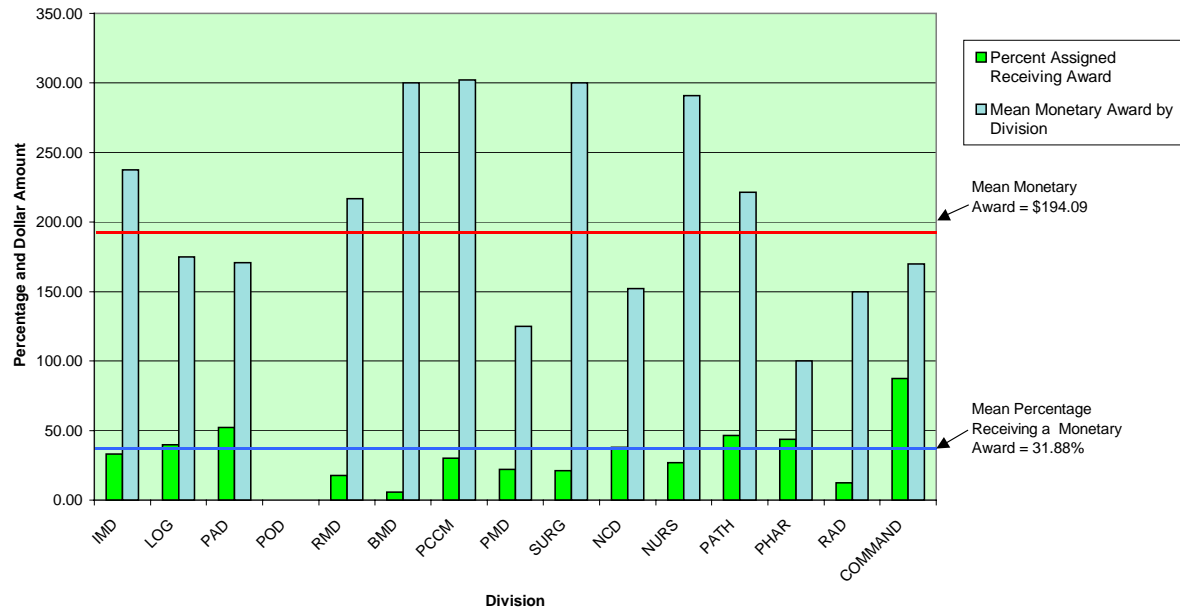
Note: *Indicates two standard deviations from the mean.*

Appendix E Cont.

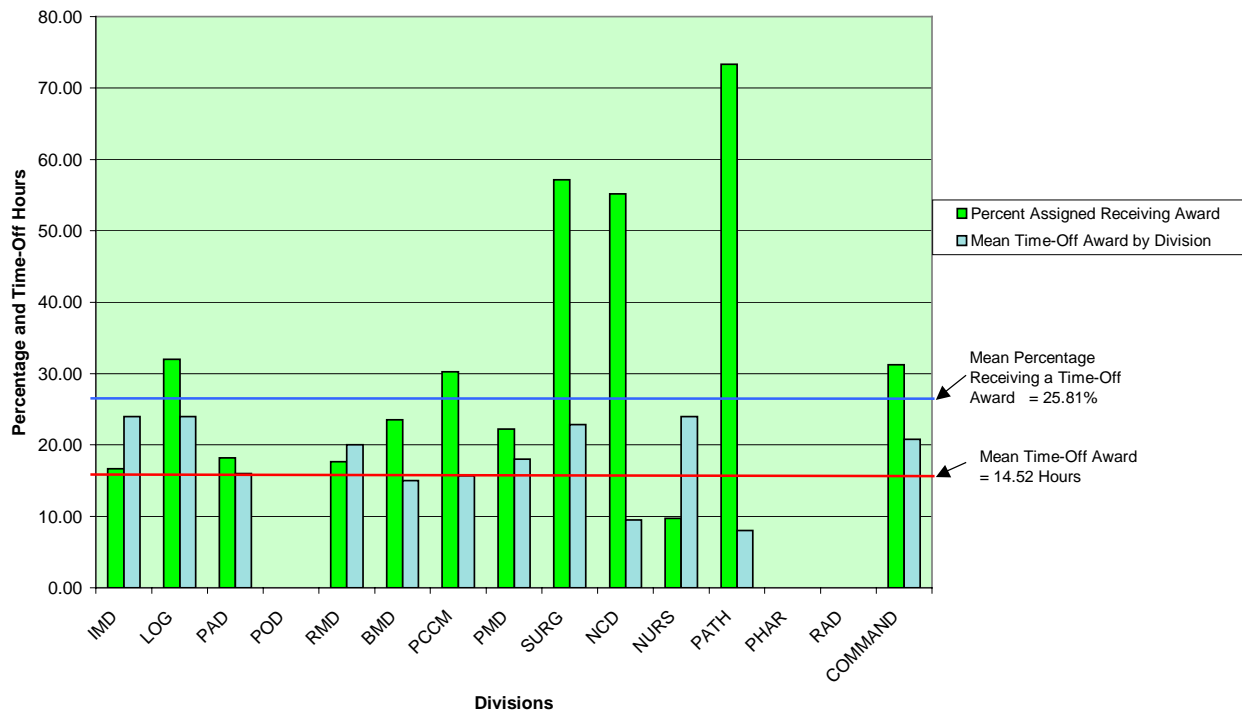


Appendix E Cont.

1998 Monetary Award Distribution by Division

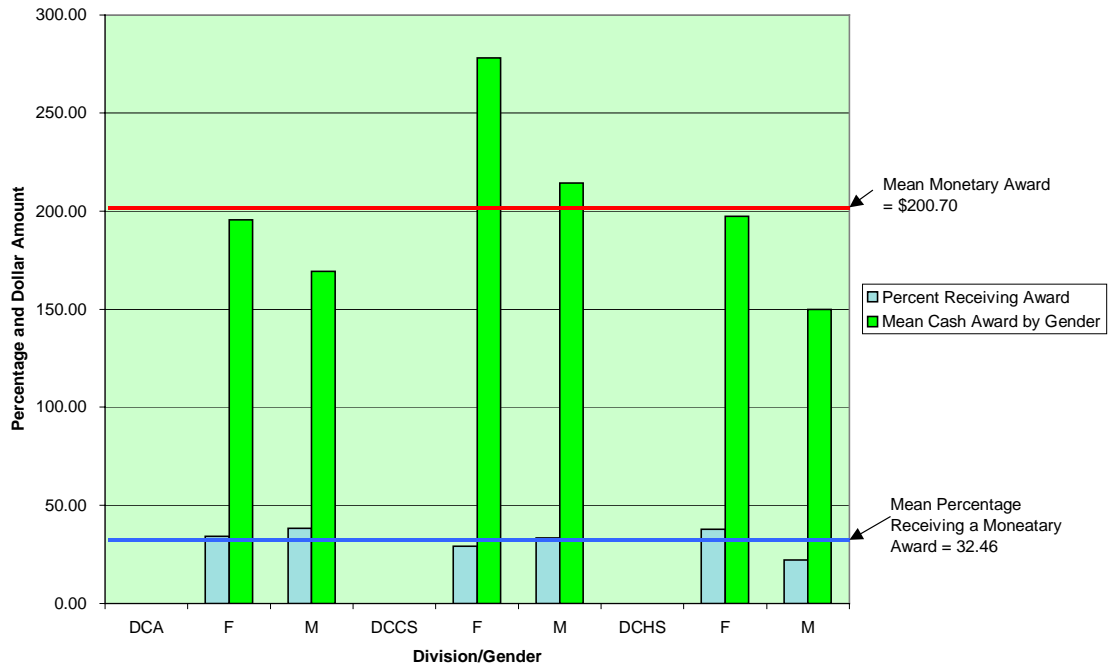


1998 Time-Off Award Distribution by Division

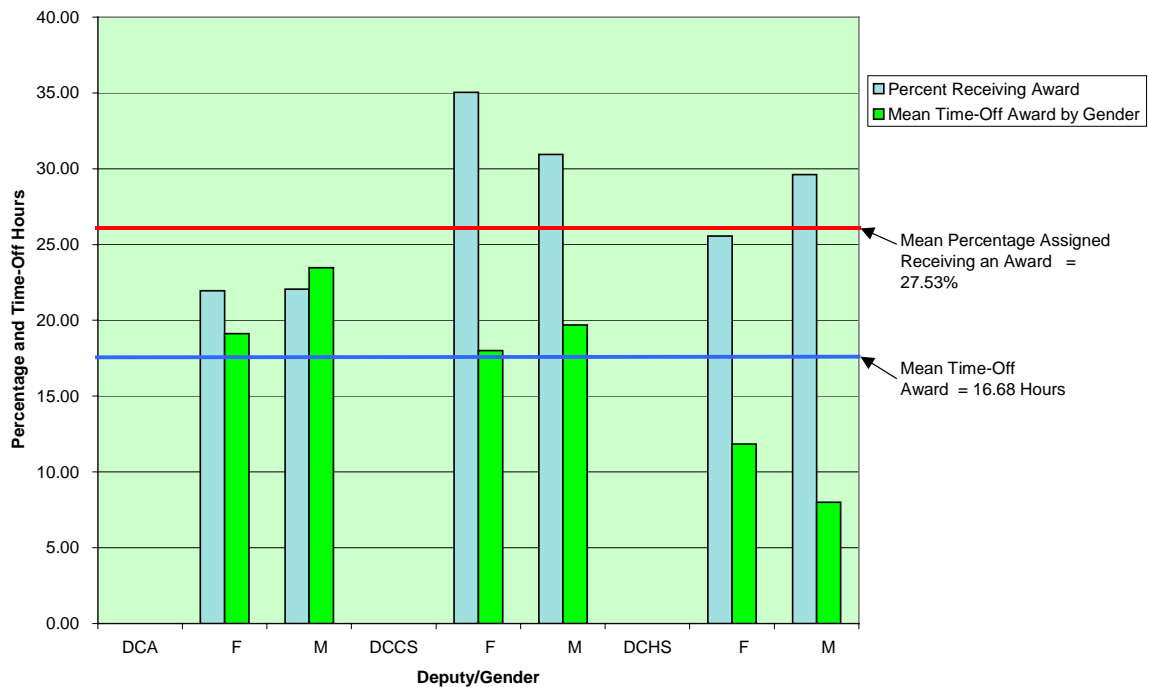


Appendix E Cont.

1998 Monetary Award Distribution by Division



1998 Time-Off Award Distribution by Deputy/Gender



Appendix E Cont.

1999 Monetary Award Breakdown by Deputy/Division

Deputy/ Division	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
IMD	\$700.00	5	16	31.25%	\$140.00
LOG	\$2,535.00	15	48	31.25%	\$169.00
PAD	\$2,000.00	11	47	23.40%	\$181.82
POD	\$1,300.00	4	8	50.00%	\$325.00
RMD	\$1,550.00	6	23	26.09%	\$258.33
DCCS					
ASAP	\$0.00	0	0	n/a	\$0.00
BMD	\$900.00	3	19	15.79%	\$300.00
PCCM	\$3,900.00	19	97	19.59%	\$205.26
PMD	\$1,350.00	5	16	31.25%	\$270.00
SURG	\$2,850.00	10	29	34.48%	\$285.00
SWS	\$0.00	0	0	n/a	\$0.00
DCHS					
NCD	\$2,550.00	12	30	40.00%	\$212.50
NURS	\$1,600.00	7	37	18.92%	\$228.57
PATH	\$950.00	5	20	25.00%	\$190.00
PHAR	\$1,100.00	10	13	76.92%	\$110.00
RAD	\$1,200.00	12	17	70.59%	\$100.00
COMMAND	\$1,900.00	7	14	50.00%	\$271.43

1999 Monetary Award Breakdown by Deputy/Gender

Deputy/ Gender	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
F	\$5,435.00	23	87	26.44%	\$236.30
M	\$4,950.00	22	67	32.84%	\$225.00
DCCS					
F	\$8,500.00	35	131	26.72%	\$242.86
M	\$1,300.00	5	53	9.43%	\$260.00
DCHS					
F	\$4,950.00	33	83	39.76%	\$150.00
M	\$1,250.00	13	32	40.63%	\$96.15

Appendix E Cont.

1999 Monetary Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
GS-03	\$0.00	0	2	0.00%	\$0.00
GS-04	\$1,000.00	7	26	26.92%	\$142.86
GS-05	\$1,460.00	9	36	25.00%	\$162.22
GS-06	\$1,525.00	8	15	53.33%	\$190.63
GS-07	\$1,400.00	5	18	27.78%	\$280.00
GS-08	\$150.00	1	3	33.33%	\$150.00
GS-09	\$1,050.00	4	13	30.77%	\$262.50
GS-10	\$250.00	1	1	100.00%	\$250.00
GS-11	\$1,450.00	6	19	31.58%	\$241.67
GS-12	\$600.00	2	4	50.00%	\$300.00
GS-13	\$0.00	0	1	0.00%	\$0.00
WG-03	\$150.00	1	2	50.00%	\$150.00
WG-05	\$0.00	0	8	0.00%	\$0.00
WG-06	\$0.00	0	2	0.00%	\$0.00
WG-11	\$250.00	2	4	50.00%	\$125.00
DCCS					
GS-04	\$3,050.00	13	51	25.49%	\$234.62
GS-05	\$3,050.00	11	37	29.73%	\$277.27
GS-06	\$1,400.00	5	9	55.56%	\$280.00
GS-07	\$1,250.00	5	23	21.74%	\$250.00
GS-08	\$300.00	1	5	20.00%	\$300.00
GS-09	\$100.00	1	10	10.00%	\$100.00
GS-10	\$550.00	3	20	15.00%	\$183.33
GS-11	\$0.00	0	10	0.00%	\$0.00
GS-12	\$0.00	0	15	0.00%	\$0.00
GS-14	\$0.00	0	3	0.00%	\$0.00

Note: *Indicates two standard deviations from the mean.*

Appendix E Cont.

1999 Monetary Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCHS					
GS-03	\$0.00	0	2	0.00%	\$0.00
GS-04	\$450.00	3	7	42.86%	\$150.00
GS-05	\$1,250.00	9	20	45.00%	\$138.89
GS-06	\$900.00	9	9	100.00%	\$100.00
GS-07	\$0.00	0	8	0.00%	\$0.00
GS-08	\$300.00	3	7	42.86%	\$0.00
GS-09	\$1,000.00	5	20	25.00%	\$200.00
GS-10	\$800.00	4	13	30.77%	\$200.00
GS-11	\$300.00	3	2	150.00%	\$100.00
GS-12	\$0.00	0	2	0.00%	\$0.00
WG-02	\$650.00	3	9	33.33%	\$216.67
WG-04	\$650.00	3	6	50.00%	\$216.67
WG-05	\$0.00	0	1	0.00%	\$0.00
WG-06	\$150.00	1	3	33.33%	\$150.00
WG-08	\$250.00	1	2	50.00%	\$250.00
WL-08	\$400.00	2	3	66.67%	\$200.00
WS-08	\$0.00	0	1	0.00%	\$0.00

Note: *Indicates two standard deviations from the mean.*

Appendix E Cont.

1999 Time-Off Award Breakdown by Deputy/Division

Deputy/ Division	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time- Off Award
DCA					
IMD	68	3	16	18.75%	22.67
LOG	272	16	48	33.33%	17.00
PAD	132	9	47	19.15%	14.67
POD	64	3	8	37.50%	21.33
RMD	144	8	23	34.78%	18.00
DCCS					
ASAP	0	0	0	n/a	0.00
BMD	100	5	19	26.32%	20.00
PCCM	520	27	97	27.84%	19.26
PMD	120	4	16	25.00%	30.00
SURG	396	15	29	51.72%	26.40
SWS	0	0	0	n/a	0.00
DCHS					
NCD	192	16	30	53.33%	12.00
NURS	192	7	37	18.92%	27.43
PATH	0	0	20	0.00%	0.00
PHAR	24	1	13	7.69%	24.00
RAD	0	0	17	0.00%	0.00
COMMAND	156	7	14	50.00%	22.29

1999 Time-Off Award Breakdown by Deputy/Gender

Deputy/ Gender	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time- Off Award
DCA					
F	396	23	87	26.44%	17.22
M	328	18	67	26.87%	18.22
DCCS					
F	1072	46	131	35.11%	23.30
M	152	9	53	16.98%	16.89
DCHS					
F	320	18	83	21.69%	17.78
M	112	7	32	21.88%	16.00

Appendix E Cont.

1999 Time-Off Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time- Off Award
DCA					
GS-03	0	0	2	0.00%	0.00
GS-04	112	7	26	26.92%	16.00
GS-05	172	10	36	27.78%	17.20
GS-06	132	7	15	46.67%	18.86
GS-07	40	2	18	11.11%	20.00
GS-08	28	2	3	66.67%	14.00
GS-09	16	1	13	7.69%	16.00
GS-10	16	1	1	100.00%	16.00
GS-11	88	4	19	21.05%	22.00
GS-12	24	1	4	25.00%	24.00
GS-13	0	0	1	0.00%	0.00
WG-03	16	1	2	50.00%	16.00
WG-05	0	0	8	0.00%	0.00
WG-06	8	1	2	50.00%	8.00
WG-11	72	4	4	100.00%	18.00
DCCS					
GS-04	560	25	51	49.02%	22.40
GS-05	332	15	37	40.54%	22.13
GS-06	48	2	9	22.22%	24.00
GS-07	88	3	23	13.04%	29.33
GS-08	28	2	5	40.00%	14.00
GS-09	40	2	10	20.00%	20.00
GS-10	72	3	20	15.00%	24.00
GS-11	24	0	10	0.00%	0.00
GS-12	56	3	15	20.00%	18.67
GS-14	0	0	3	0.00%	0.00

Note: *Indicates two standard deviations from the mean.*

Appendix E Cont.

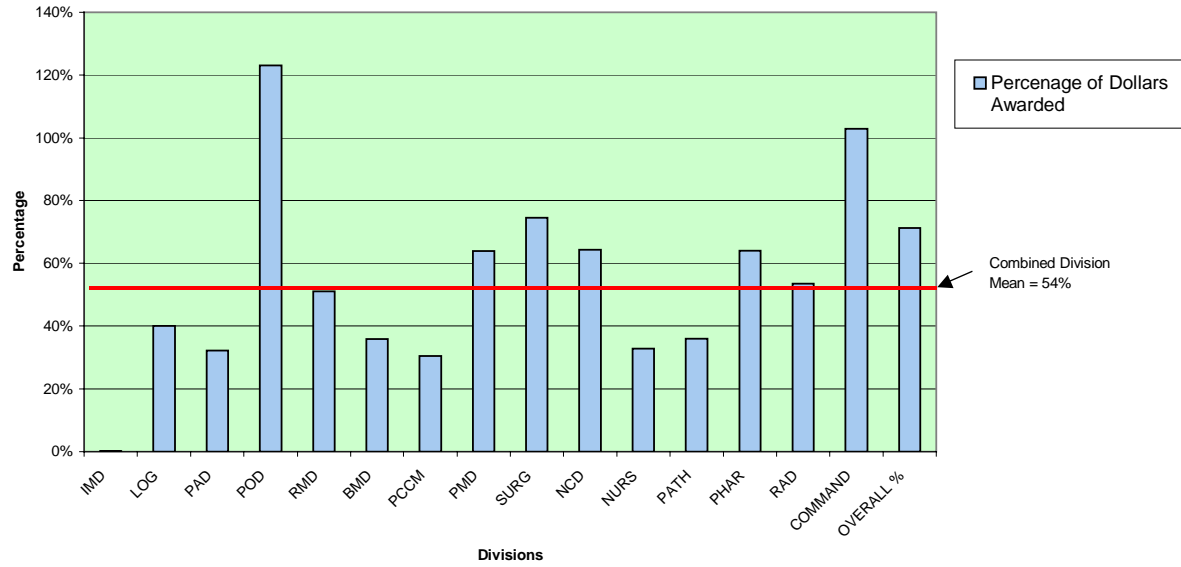
1999 Time-Off Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time- Off Award
DCHS					
GS-03	12	1	2	50.00%	12.00
GS-04	48	2	7	28.57%	24.00
GS-05	68	4	20	20.00%	17.00
GS-06	0	0	9	0.00%	0.00
GS-07	0	0	8	0.00%	0.00
GS-08	0	0	7	0.00%	0.00
GS-09	96	4	20	20.00%	24.00
GS-10	24	1	13	7.69%	24.00
GS-11	0	0	2	0.00%	0.00
GS-12	0	0	2	0.00%	0.00
WG-02	44	4	9	44.44%	11.00
WG-04	48	3	6	50.00%	16.00
WG-05	8	1	1	100.00%	8.00
WG-06	16	2	3	66.67%	8.00
WG-08	16	1	2	50.00%	16.00
WL-08	16	1	3	33.33%	16.00
WS-08	12	1	1	100.00%	12.00

Note: *Indicates two standard deviations from the mean.*

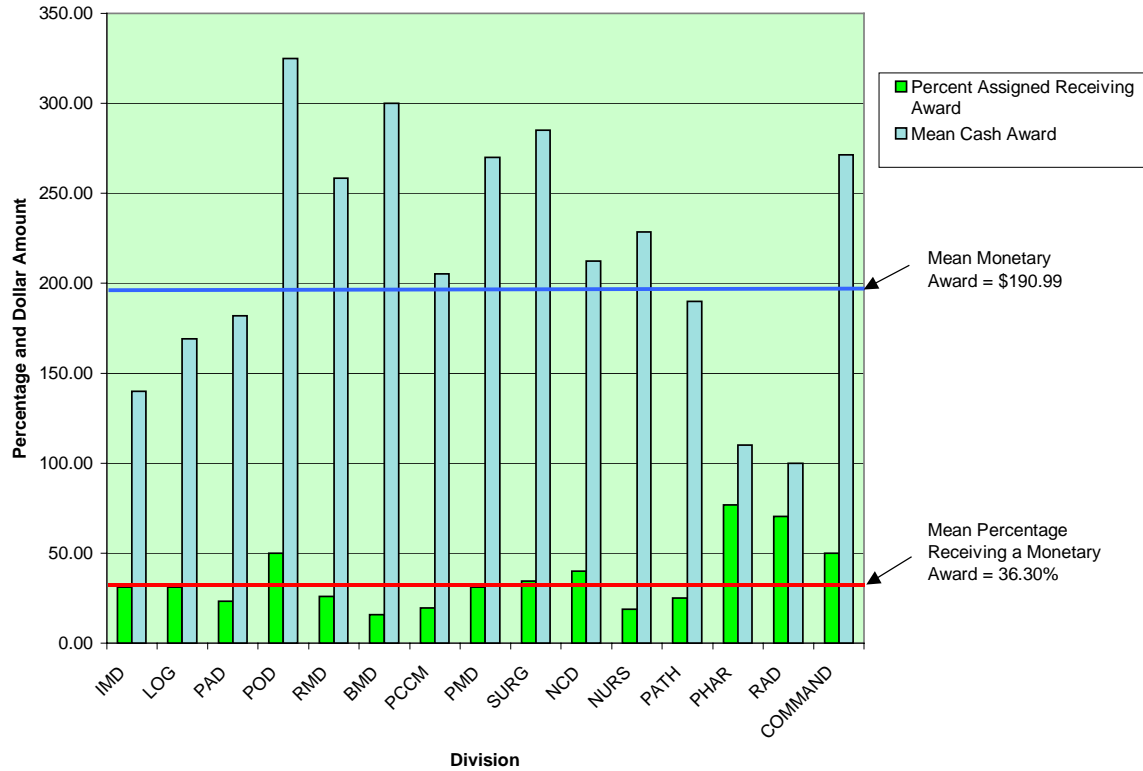
Appendix E Cont.

Percentage of Dollars Awarded based on Even Distribution of Budgeted Award Dollars, by Division in 1999

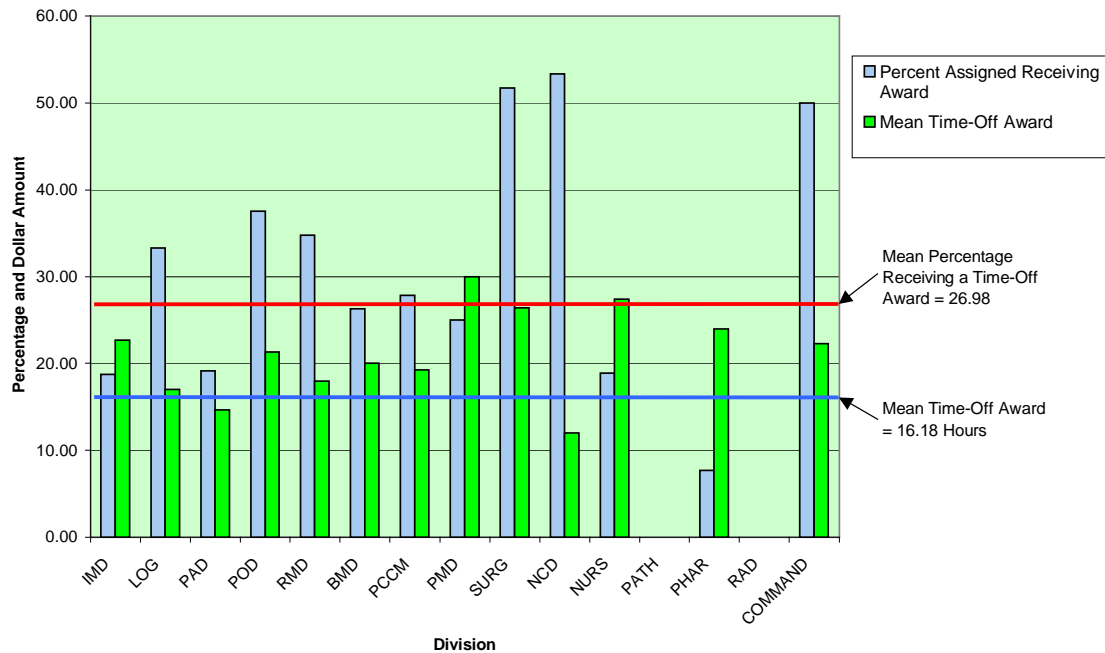


Appendix E Cont.

1999 Monetary Award Distribution by Division

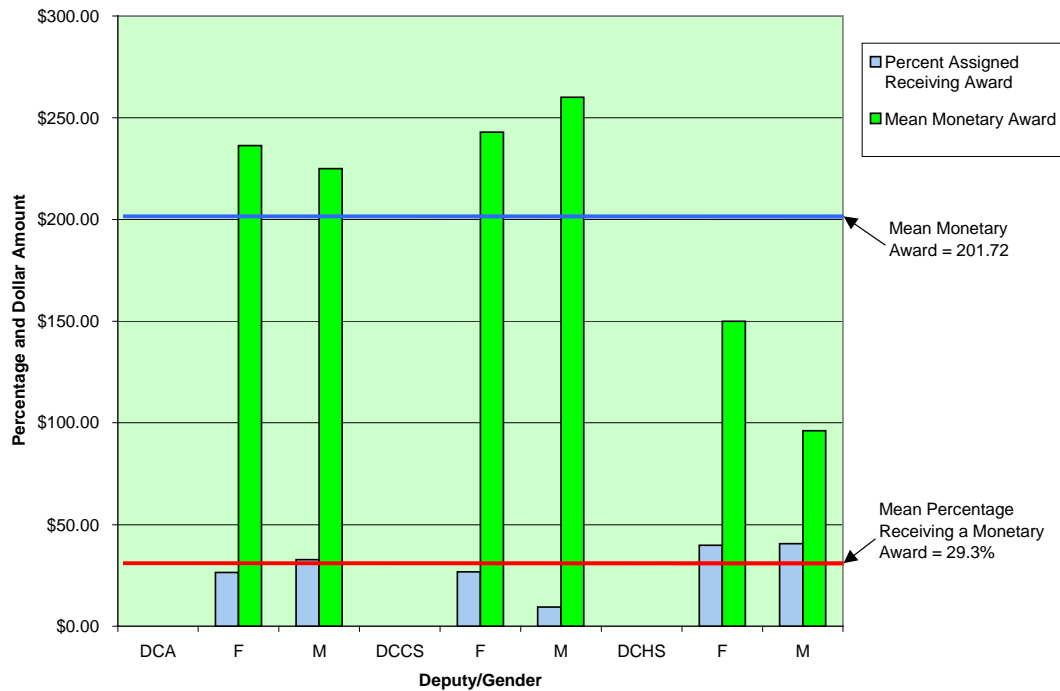


1999 Time-Off Award Distribution by Division

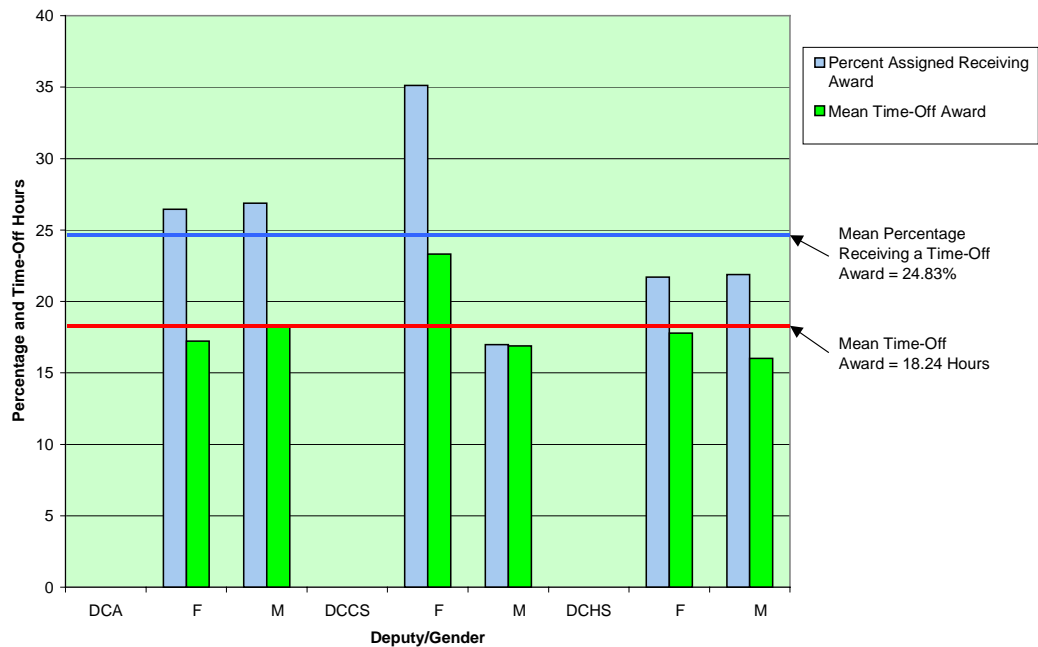


Appendix E Cont.

1999 Monetary Award Distribution by Deputy/Gender



1999 Time-Off Distribution by Deputy/Gender



Appendix E Cont.

2000 Monetary Award Breakdown by Deputy/Division

Deputy/ Division	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
IMD	\$2,190.00	10	17	58.82%	\$219.00
LOG	\$3,950.00	24	45	53.33%	\$164.58
PAD	\$1,850.00	9	50	18.00%	\$205.56
POD	\$200.00	1	8	12.50%	\$200.00
RMD	\$1,350.00	6	18	33.33%	\$225.00
DCCS					
ASAP	\$0.00	0	4	0.00%	<i>\$0.00</i>
BMD	\$900.00	3	11	27.27%	\$300.00
PCCM	\$6,950.00	32	107	29.91%	\$217.19
PMD	\$1,300.00	4	29	13.79%	\$325.00
SURG	\$3,200.00	11	30	36.67%	\$290.91
SWS	\$350.00	2	5	40.00%	\$175.00
DCHS					
NCD	\$400.00	2	31	6.45%	\$200.00
NURS	\$1,800.00	8	37	21.62%	\$225.00
PATH	\$900.00	5	19	26.32%	\$180.00
PHAR	\$1,300.00	12	18	<i>66.67%</i>	\$108.33
RAD	\$1,600.00	6	16	37.50%	\$266.67
COMMAND	\$1,250.00	5	15	33.33%	\$250.00

Note: *Indicates two standard deviations from the mean.*

2000 Monetary Award Breakdown by Deputy/Gender

Deputy/ Gender	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
F	\$4,940.00	23	79	29.11%	\$214.78
M	\$4,700.00	28	66	42.42%	\$167.86
DCCS					
F	\$11,150.00	45	133	33.83%	\$247.78
M	\$2,700.00	11	61	18.03%	\$245.45
DCHS					
F	\$5,500.00	29	91	31.87%	\$189.66
M	\$500.00	4	30	13.33%	\$125.00

Appendix E Cont.

2000 Monetary Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
GS-03	\$200.00	1	2	50.00%	\$200.00
GS-04	\$850.00	5	24	20.83%	\$170.00
GS-05	\$2,075.00	10	25	40.00%	\$207.50
GS-06	\$1,440.00	7	28	25.00%	\$205.71
GS-07	\$1,250.00	5	14	35.71%	\$250.00
GS-08	\$0.00	0	2	0.00%	\$0.00
GS-09	\$1,025.00	6	13	46.15%	\$170.83
GS-10	\$0.00	0	1	0.00%	\$0.00
GS-11	\$1,650.00	9	17	52.94%	\$183.33
GS-12	\$200.00	1	4	25.00%	\$200.00
GS-13	\$0.00	0	1	0.00%	\$0.00
WG-03	\$0.00	0	1	0.00%	\$0.00
WG-05	\$550.00	4	8	50.00%	\$137.50
WG-06	\$0.00	0	2	0.00%	\$0.00
WG-11	\$400.00	3	3	100.00%	\$133.33
DCCS					
GS-04	\$5,600.00	23	51	45.10%	\$243.48
GS-05	\$3,450.00	14	42	33.33%	\$246.43
GS-06	\$750.00	3	9	33.33%	\$250.00
GS-07	\$1,000.00	3	32	9.38%	\$333.33
GS-08	\$150.00	1	5	20.00%	\$150.00
GS-09	\$700.00	3	8	37.50%	\$233.33
GS-10	\$1,000.00	4	14	28.57%	\$250.00
GS-11	\$900.00	4	13	30.77%	\$225.00
GS-12	\$300.00	1	16	6.25%	\$300.00
GS-14	\$0.00	0	4	0.00%	\$0.00

Note: *Indicates two standard deviations from the mean.*

Appendix E Cont.

2000 Monetary Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCHS					
GS-03	\$0.00	0	2	0.00%	\$0.00
GS-04	\$200.00	1	12	8.33%	\$200.00
GS-05	\$1,400.00	10	22	45.45%	\$140.00
GS-06	\$500.00	4	8	50.00%	\$125.00
GS-07	\$600.00	3	8	37.50%	\$200.00
GS-08	\$800.00	4	6	66.67%	\$200.00
GS-09	\$1,350.00	4	19	21.05%	\$337.50
GS-10	\$550.00	3	13	23.08%	\$183.33
GS-11	\$300.00	2	3	66.67%	\$150.00
GS-12	\$100.00	1	2	50.00%	\$100.00
WG-02	\$0.00	0	10	0.00%	\$0.00
WG-04	\$0.00	0	6	0.00%	\$0.00
WG-05	\$0.00	0	1	0.00%	\$0.00
WG-06	\$0.00	0	4	0.00%	\$0.00
WG-08	\$200.00	1	1	100.00%	\$200.00
WL-08	\$0.00	0	3	0.00%	\$0.00
WS-08	\$0.00	0	1	0.00%	\$0.00

Note: *Indicates two standard deviations from the mean.*

Appendix E Cont.

2000 Time-Off Award Breakdown by Deputy/Division

Deputy/ Division	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time- Off Award
DCA					
IMD	168	6	17	35.29%	28.00
LOG	316	25	45	55.56%	12.64
PAD	160	12	50	24.00%	13.33
POD	24	1	8	12.50%	24.00
RMD	64	6	18	33.33%	10.67
DCCS					
ASAP	24	1	4	25.00%	24.00
BMD	48	2	11	18.18%	24.00
PCCM	604	33	107	30.84%	18.30
PMD	312	11	29	37.93%	28.36
SURG	464	18	30	60.00%	25.78
SWS	0	0	5	0.00%	
DCHS					
NCD	264	25	31	80.65%	10.56
NURS	436	21	37	56.76%	20.76
PATH	234	19	19	100.00%	12.32
PHAR	88	15	18	83.33%	5.87
RAD	104	7	16	43.75%	14.86
COMMAND	120	4	15	26.67%	30.00

Note: *Indicates two standard deviations from the mean.*

2000 Time-Off Award Breakdown by Deputy/Gender

Deputy/ Gender	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time-Off Award
DCA					
F	420	26	79	32.91%	16.15
M	336	25	66	37.88%	13.44
DCCS					
F	1224	56	133	42.11%	21.86
M	264	11	61	18.03%	24.00
DCHS					
F	920	67	91	73.63%	13.73
M	266	23	30	76.67%	11.57

Appendix E Cont.

2000 Time-Off Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time-Off Award
DCA					
GS-03	24	1	2	50.00%	24.00
GS-04	40	3	24	12.50%	13.33
GS-05	248	15	25	60.00%	16.53
GS-06	108	6	28	21.43%	18.00
GS-07	12	2	14	14.29%	6.00
GS-08	8	1	2	50.00%	8.00
GS-09	88	4	13	30.77%	22.00
GS-10	0	0	1	0.00%	0.00
GS-11	88	4	17	23.53%	22.00
GS-12	0	0	4	0.00%	0.00
GS-13	0	0	1	0.00%	0.00
WG-03	16	1	1	100.00%	16.00
WG-05	36	6	8	75.00%	6.00
WG-06	16	3	2	150.00%	5.33
WG-11	72	5	3	166.67%	14.40
DCCS					
GS-04	404	18	51	35.29%	22.44
GS-05	368	19	42	45.24%	19.37
GS-06	152	5	9	55.56%	30.40
GS-07	64	3	32	9.38%	21.33
GS-08	72	3	5	60.00%	24.00
GS-09	108	4	8	50.00%	27.00
GS-10	132	6	14	42.86%	22.00
GS-11	104	4	13	30.77%	26.00
GS-12	96	6	16	37.50%	16.00
GS-14	0	0	4	0.00%	0.00

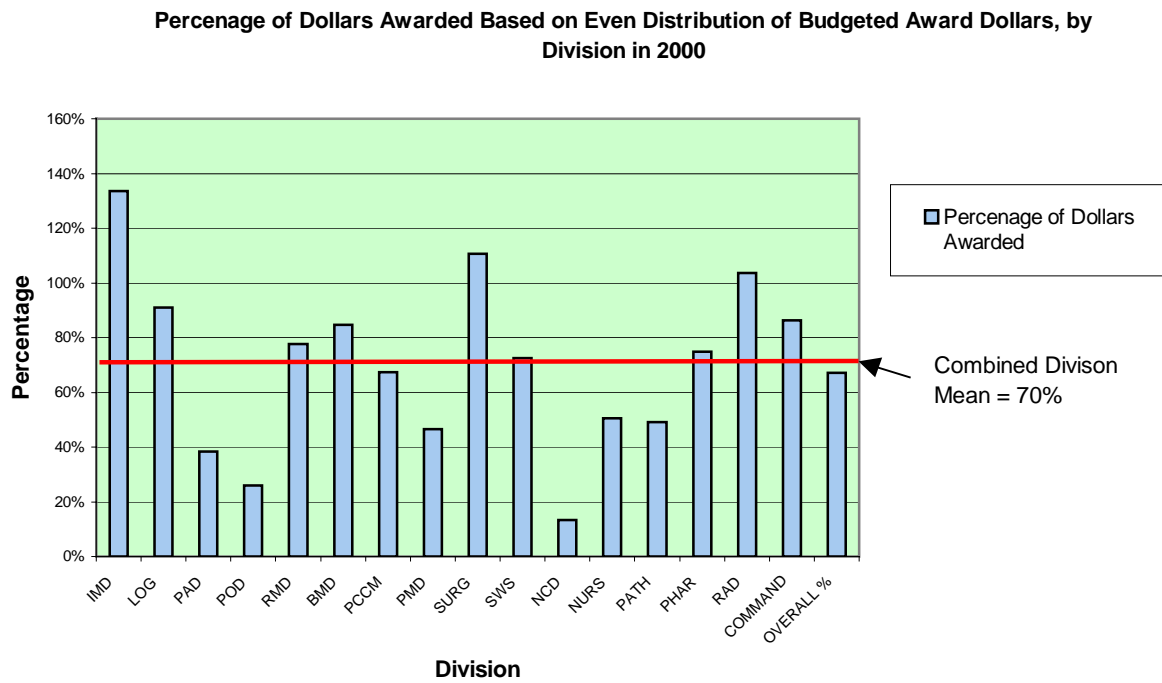
Note: *Indicates two standard deviations from the mean.*

Appendix E Cont.

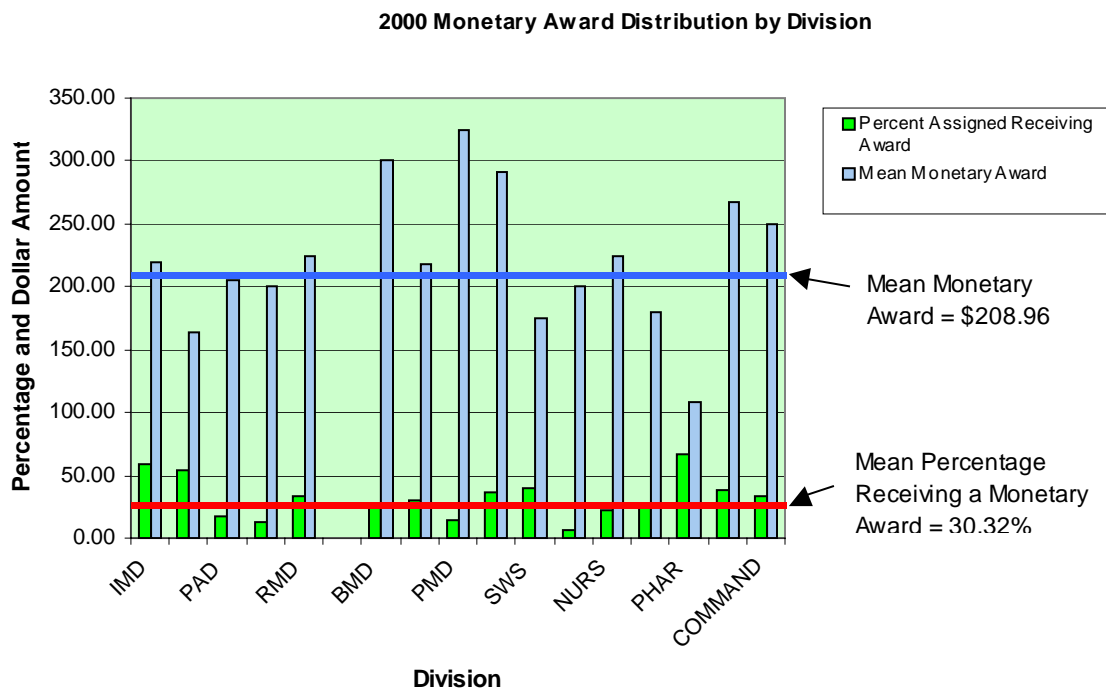
2000 Time-Off Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time-Off Award
DCHS					
GS-03	12	1	2	50.00%	12.00
GS-04	112	7	12	58.33%	16.00
GS-05	164	14	22	63.64%	11.71
GS-06	88	9	8	112.50%	9.78
GS-07	88	8	8	100.00%	11.00
GS-08	58	2	6	33.33%	29.00
GS-09	248	13	19	68.42%	19.08
GS-10	148	9	13	69.23%	16.44
GS-11	12	3	3	100.00%	4.00
GS-12	8	2	2	100.00%	4.00
WG-02	80	8	10	80.00%	10.00
WG-04	76	6	6	100.00%	12.67
WG-05	8	1	1	100.00%	8.00
WG-06	32	3	4	75.00%	10.67
WG-08	0	0	1	0.00%	0.00
WL-08	40	3	3	100.00%	13.33
WS-08	0	0	1	0.00%	0.00

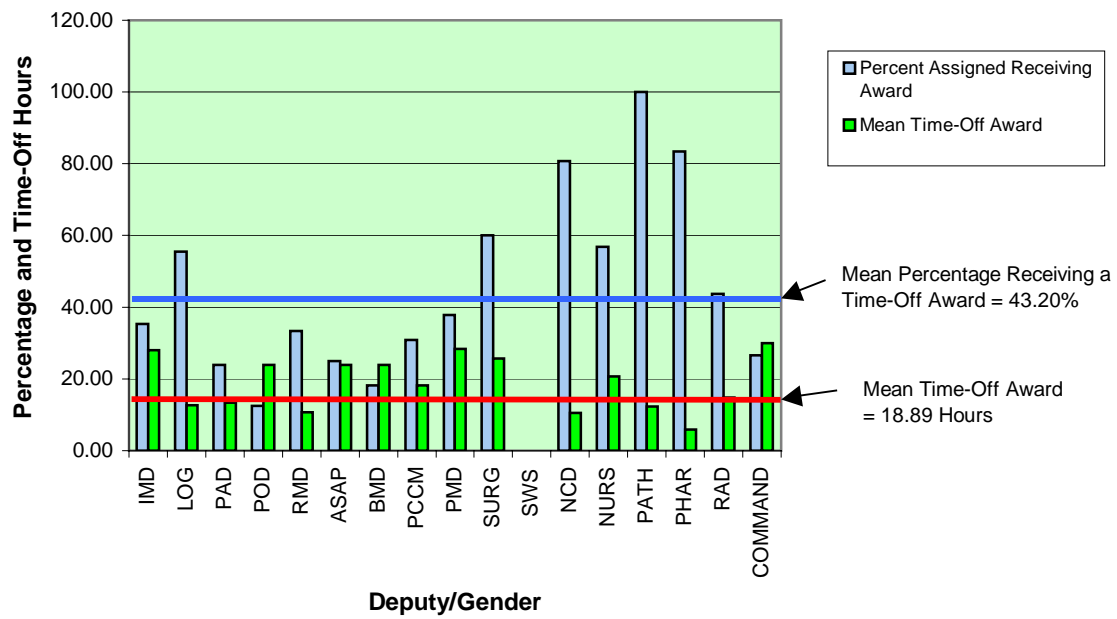
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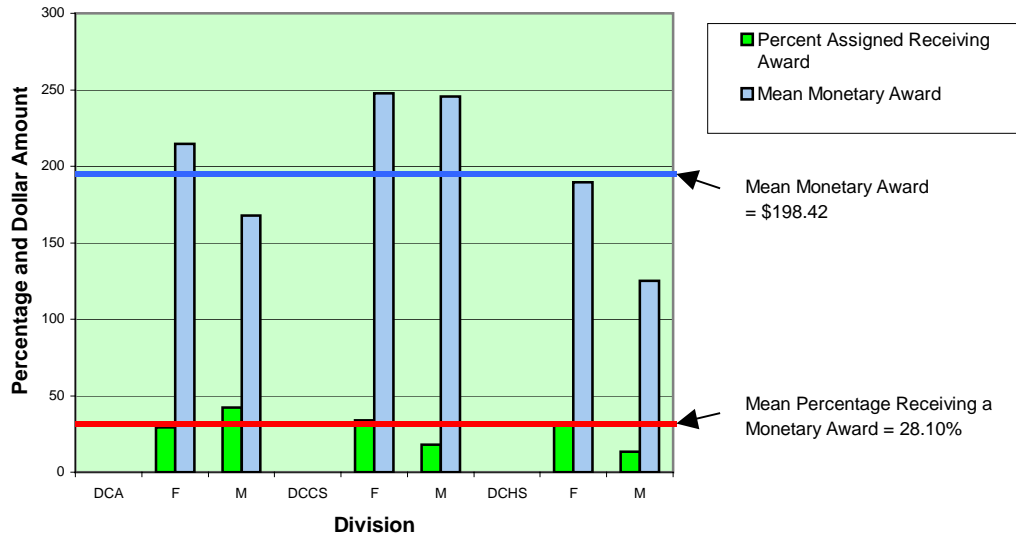


2000 Time-Off Award Distribution by Deputy/Gender

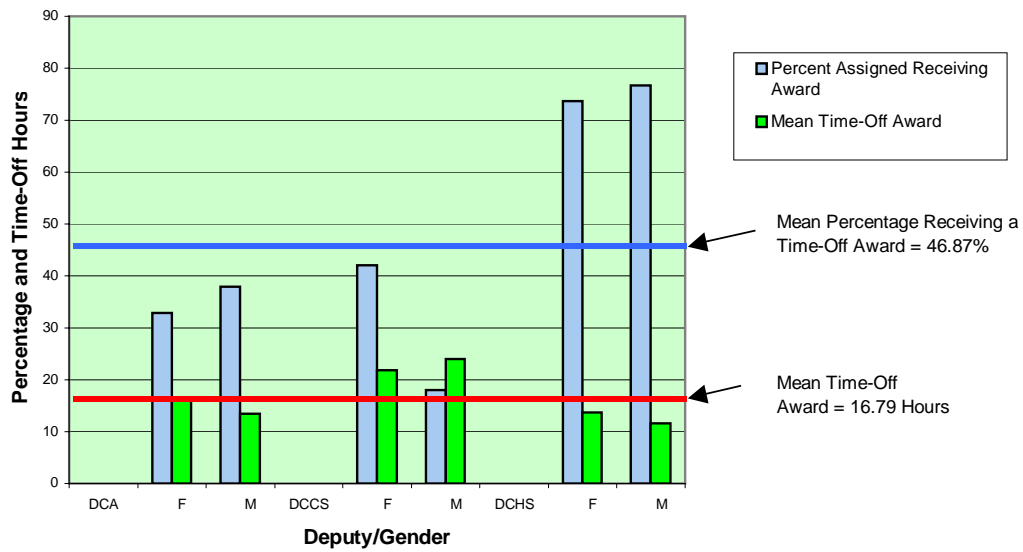


Appendix E Cont.

2000 Monetary Award Distribution by Division



2000 Time-Off Award Distribution by Deputy/Gender



Appendix E Cont: Combined Data

Combined Monetary Award Breakdown by Deputy/Division

Deputy/ Division	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
IMD	\$3,250.00	11	15	73.33%	\$295.45
LOG	\$10,475.00	37	48	77.08%	\$283.11
PAD	\$7,875.00	33	47	70.21%	\$238.64
POD	\$1,500.00	5	7	71.43%	\$300.00
RMD	\$4,500.00	10	27	37.04%	\$450.00
DCCS					
BMD	\$2,600.00	8	19	42.11%	\$325.00
PCCM	\$19,200.00	54	98	55.10%	\$355.56
PMD	\$3,050.00	10	21	47.62%	\$305.00
SURG	\$6,500.00	21	32	65.63%	\$309.52
DCHS					
NCD	\$4,575.00	22	30	73.33%	\$207.95
NURS	\$5,700.00	18	38	47.37%	\$316.67
PATH	\$3,400.00	14	18	77.78%	\$242.86
PHAR	\$3,000.00	12	16	75.00%	\$250.00
RAD	\$3,100.00	16	16	100.00%	\$193.75
COMMAND	\$7,080.00	21	16	131.25%	\$337.14

Combined Monetary Award Breakdown by Deputy/Gender

Deputy/ Gender	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
F	\$16,100.00	52	83	62.65%	\$309.62
M	\$13,550.00	50	97	51.55%	\$271.00
DCCS					
F	\$29,200.00	80	127	62.99%	\$365.00
M	\$7,000.00	26	52	50.00%	\$269.23
DCHS					
F	\$16,805.00	68	88	77.27%	\$247.13
M	\$3,150.00	16	30	53.33%	\$196.88

Appendix E Cont.

Combined Monetary Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCA					
GS-03	\$200.00	1	2	50.00%	\$200.00
GS-04	\$3,550.00	17	25	68.00%	\$208.82
GS-05	\$5,395.00	24	33	72.73%	\$224.79
GS-06	\$4,705.00	14	20	70.00%	\$336.07
GS-07	\$3,525.00	9	14	64.29%	\$391.67
GS-08	\$825.00	3	4	75.00%	\$275.00
GS-09	\$2,200.00	6	12	50.00%	\$366.67
GS-10	\$550.00	2	1	200.00%	\$275.00
GS-11	\$5,800.00	14	18	77.78%	\$414.29
GS-12	\$600.00	2	3	66.67%	\$300.00
GS-13	\$250.00	1	1	100.00%	\$250.00
WG-03	\$300.00	1	1	100.00%	\$300.00
WG-05	\$650.00	3	8	37.50%	\$216.67
WG-06	\$300.00	2	2	100.00%	\$150.00
WG-11	\$800.00	3	4	75.00%	\$266.67
DCCS					
GS-04	\$12,200.00	36	51	70.59%	\$338.89
GS-05	\$9,150.00	25	37	67.57%	\$366.00
GS-06	\$1,750.00	4	9	44.44%	\$437.50
GS-07	\$3,450.00	11	25	44.00%	\$313.64
GS-08	\$550.00	3	5	60.00%	\$183.33
GS-09	\$1,100.00	3	8	37.50%	\$366.67
GS-10	\$4,750.00	9	15	60.00%	\$527.78
GS-11	\$2,550.00	12	14	85.71%	\$212.50
GS-12	\$600.00	2	11	18.18%	\$300.00
GS-13	\$100.00	1	1	100.00%	\$100.00
GS-14	\$0.00	0	3	0.00%	\$0.00

Appendix E Cont.

Combined Monetary Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Cash Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Monetary Award
DCHS					
GS-03	\$0.00	0	2	0.00%	\$0.00
GS-04	\$1,440.00	7	10	70.00%	\$205.71
GS-05	\$3,850.00	17	21	80.95%	\$226.47
GS-06	\$1,400.00	8	9	88.89%	\$175.00
GS-07	\$800.00	4	8	50.00%	\$200.00
GS-08	\$1,100.00	6	6	100.00%	\$183.33
GS-09	\$4,740.00	14	21	66.67%	\$338.57
GS-10	\$2,400.00	8	12	66.67%	\$300.00
GS-11	\$700.00	3	3	100.00%	\$233.33
GS-12	\$0.00	0	2	0.00%	\$0.00
WG-02	\$1,250.00	5	9	55.56%	\$250.00
WG-04	\$925.00	6	6	100.00%	\$154.17
WG-05	\$0.00	0	1	0.00%	\$0.00
WG-06	\$150.00	1	3	33.33%	\$150.00
WG-08	\$450.00	2	2	100.00%	\$225.00
WL-08	\$750.00	3	3	100.00%	\$250.00
WS-08	\$0.00	0	1	0.00%	\$0.00

Appendix E Cont.

Combined Time-Off Award Breakdown by Deputy/Division

Deputy/ Division	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time-Off Award
DCA					
IMD	324	8	15	53.33%	40.50
LOG	948	37	48	77.08%	25.62
PAD	436	25	47	53.19%	17.44
POD	64	3	7	42.86%	21.33
RMD	352	17	27	62.96%	20.71
DCCS					
BMD	232	9	19	47.37%	25.78
PCCM	1564	52	98	53.06%	30.08
PMD	504	13	21	61.90%	38.77
SURG	1226	29	32	90.63%	42.28
DCHS					
NCD	608	33	30	110.00%	18.42
NURS	672	25	38	65.79%	26.88
PATH	314	26	18	144.44%	12.08
PHAR	96	14	16	87.50%	6.86
RAD	88	6	16	37.50%	14.67
COMMAND	388	11	16	68.75%	35.27

Combined Time-Off Award Breakdown by Deputy/Gender

Deputy/ Gender	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time-Off Award
DCA					
F	1184	51	83	61.45%	23.22
M	1032	42	97	43.30%	24.57
DCCS					
F	3022	89	127	70.08%	33.96
M	728	21	52	40.38%	34.67
DCHS					
F	1432	79	88	89.77%	18.13
M	418	26	30	86.67%	16.08

Appendix E Cont.

Combined Time-Off Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time-Off Award
DCA					
GS-03	48	1	2	50.00%	48.00
GS-04	196	10	25	40.00%	19.60
GS-05	568	23	33	69.70%	24.70
GS-06	384	16	20	80.00%	24.00
GS-07	132	7	14	50.00%	18.86
GS-08	60	2	4	50.00%	30.00
GS-09	80	4	12	33.33%	20.00
GS-10	64	2	1	200.00%	32.00
GS-11	328	12	18	66.67%	27.33
GS-12	24	1	3	33.33%	24.00
GS-13	48	1	1	100.00%	48.00
WG-03	48	1	1	100.00%	48.00
WG-05	84	7	8	87.50%	12.00
WG-06	16	2	2	100.00%	8.00
WG-11	136	4	4	100.00%	34.00
DCCS					
GS-04	1440	40	51	78.43%	36.00
GS-05	1022	31	37	83.78%	32.97
GS-06	248	6	9	66.67%	41.33
GS-07	136	6	25	24.00%	22.67
GS-08	120	3	5	60.00%	40.00
GS-09	196	6	8	75.00%	32.67
GS-10	292	7	15	46.67%	41.71
GS-11	144	6	14	42.86%	24.00
GS-12	152	5	11	45.45%	30.40
GS-13	0	0	1	0.00%	0.00
GS-14	0	0	3	0.00%	0.00

Appendix E Cont.

Combined Time-Off Award Breakdown by Deputy/Grade

Deputy/ Grade	Total Hours Awarded	Number of Individuals Receiving an Award	Total Assigned	Percent Assigned Receiving Award	Mean Time-Off Award
DCHS					
GS-03	40	1	2	50.00%	40.00
GS-04	252	9	10	90.00%	28.00
GS-05	216	15	21	71.43%	14.40
GS-06	80	9	9	100.00%	8.89
GS-07	128	11	8	137.50%	11.64
GS-08	58	2	6	33.33%	29.00
GS-09	344	15	21	71.43%	22.93
GS-10	156	9	12	75.00%	17.33
GS-11	40	4	3	133.33%	10.00
GS-12	4	1	2	50.00%	4.00
WG-02	196	14	9	155.56%	14.00
WG-04	132	6	6	100.00%	22.00
WG-05	24	1	1	100.00%	24.00
WG-06	48	3	3	100.00%	16.00
WG-08	40	1	2	50.00%	40.00
WL-08	80	3	3	100.00%	26.67
WS-08	12	1	1	100.00%	12.00

Appendix F

Incentive Awards Survey Results

1. How many years have you worked for the Federal Government?

Not Listed = 1 (1.14%)
1-3 Years = 5 (5.68%)
4-6 Years = 2 (2.27%)
7-9 Year = 4 (4.55%)
10-20 Years = 41 (46.59%)
>20 Years = 35 (39.77%)

2. Are you Male or Female?

Male = 38 (43.18%)
Female = 49 (55.68%)

3. What is your employee Grade Level? (Example: GS-03, WG-04)

GS-03 = 1 (1.14%)
GS-04 = 5 (5.68%)
GS-05 = 14 (15.91%)
GS-06 = 11 (12.50%)
GS-07 = 8 (9.09%)
GS-08 = 4 (4.55%)
GS-09 = 11 (12.50%)
GS-10 = 7 (7.95%)
GS-11 = 8 (9.09%)
GS-12 = 8 (9.09%)
WG-02 = 2 (2.27%)
WG-04 = 1 (1.14%)
WG-05 = 4 (4.55%)
WG-06 = 3 (3.41%)
WG-11 = 1 (1.14%)

4. Should employees receive monetary awards for doing their job well? (Bonus) (x) option.

a. Yes = 70 (80.46%)
b. No = 17 (19.54%)

Appendix F Cont.

5. As a FLW employee is it important to tie monetary awards to cost savings initiatives and/or improved organization performance. (x) option.
- a. Yes = **61 (70.11%)**
b. No = **26 (29.89%)**
6. If the installation could do one or the other, which would you prefer: (x) option.
- a. Few large monetary awards for a few employees = **16 (19.28%)**
b. Many small monetary awards for many employees = **44 (53.01%)**
c. Neither a or b = **23 (27.71%)**
7. The reward for doing a good job should be: (x) your top 4.
- a. Monetary award based on rating = **49****
b. Monetary award based on results = **62****
c. Monetary award for everyone in organization = **18**
d. Public recognition by award of a medal = **39**
e. Public recognition by award of a certificate = **32**
f. Public recognition at official ceremony = **15**
g. Private recognition by a personal letter = **35**
h. Private recognition by pat-on-the-back and good words = **27**
i. No recognition, just left alone to continue my good work. = **8****
**** Two Standard Deviations from the Mean.**
8. As a civilian employee, if the following monetary awards were available, I would like to see: (rank order your preference. #1 most preferred, #4 least preferred)
- One** a. Quality Step Increase
- Three** b. On-the-Spot cash award
- Four** c. Special Act Award
- Two** d. Performance Award (Successful level 1, 0-2% of base pay; Successful level 2, 0-1.5% of base pay, Successful level 3, no monetary award)
9. How long have you worked a FLW?
- a. 1-3 years = **10 (11.36%)**
b. 4-6 years = **9 (10.23%)**
c. 7-9 years = **10 (11.36%)**
d. 10-20 years = **36 (40.91%)**
e. >20 years = **23 (26.14%)**

Appendix F Cont.

10. In general, awards presented at Fort Leonard Wood have gone to people who have earned them

- | | | |
|------------------------|------|----------|
| a. Strongly Agree | = 12 | (14.29%) |
| b. Moderately Agree | = 24 | (28.57%) |
| c. Perhaps Agree | = 30 | (35.71%) |
| d. Perhaps Disagree | = 7 | (8.33%) |
| e. Moderately Disagree | = 5 | (5.95%) |
| f. Strongly Disagree | = 6 | (7.14%) |

11. Management in my office rewards employees who show initiative and innovation.

- | | | |
|------------------------|------|----------|
| a. Strongly Agree | = 17 | (20.00%) |
| b. Moderately Agree | = 22 | (25.88%) |
| c. Perhaps Agree | = 15 | (17.65%) |
| d. Perhaps Disagree | = 7 | (8.24%) |
| e. Moderately Disagree | = 6 | (7.06%) |
| f. Strongly Disagree | = 15 | (21.18%) |

12. Management in my office set limits on the number of awards presented each year.

- | | | |
|------------------------|------|----------|
| a. Strongly Agree | = 12 | (19.05%) |
| b. Moderately Agree | = 12 | (19.05%) |
| c. Perhaps Agree | = 15 | (23.81%) |
| d. Perhaps Disagree | = 4 | (6.35%) |
| e. Moderately Disagree | = 8 | (12.70%) |
| f. Strongly Disagree | = 12 | (19.05%) |

13. Receiving a medal/honorary award is at least as important as receiving a cash award.

- | | | |
|------------------------|------|----------|
| a. Strongly Agree | = 15 | (17.44%) |
| b. Moderately Agree | = 18 | (20.93%) |
| c. Perhaps Agree | = 22 | (25.58%) |
| d. Perhaps Disagree | = 10 | (11.63%) |
| e. Moderately Disagree | = 7 | (8.14%) |
| f. Strongly Disagree | = 14 | (16.28%) |

Appendix F Cont.

14. When I perform well, it is recognized by my immediate supervisor.

- | | | |
|------------------------|------|----------|
| a. Strongly Agree | = 27 | (31.76%) |
| b. Moderately Agree | = 21 | (24.71%) |
| c. Perhaps Agree | = 18 | (21.18%) |
| d. Perhaps Disagree | = 6 | (7.06%) |
| e. Moderately Disagree | = 3 | (3.53%) |
| f. Strongly Disagree | = 10 | 11.76%) |

15. Management in my office presents team awards where applicable.

- | | | |
|------------------------|------|----------|
| a. Strongly Agree | = 13 | (15.85%) |
| b. Moderately Agree | = 13 | (15.85%) |
| c. Perhaps Agree | = 12 | (14.63%) |
| d. Perhaps Disagree | = 19 | (19.51%) |
| e. Moderately Disagree | = 9 | (10.98%) |
| f. Strongly Disagree | = 19 | (23.17%) |

16. How would you describe your level of understanding of the award program conducted at Fort Leonard Wood?

- | | | |
|--------------------|------|----------|
| a. Very High | = 8 | (10.53%) |
| b. Moderately High | = 29 | (38.16%) |
| c. Borderline | = 20 | (26.32%) |
| d. Moderately Low | = 9 | (11.84%) |
| e. Very Low | = 10 | (13.16%) |

17. How would you describe management's level of understanding of the awards program at Fort Leonard Wood?

- | | | |
|--------------------|------|----------|
| a. Very High | = 9 | (12.68%) |
| b. Moderately High | = 23 | (32.39%) |
| c. Borderline | = 17 | (23.94%) |
| d. Moderately Low | = 8 | (11.27%) |
| e. Very Low | = 14 | (19.72%) |

18. Comments?

Appendix G

Incentive Award Survey Comments

1. Time off awards should be an option. (9)
2. Only those in the clique get awards. (4)
3. Awards should only be given to people who perform above and beyond job description. (4)
4. Cash awards should include taxes. (2)
5. People should receive several monetary awards broken down into small amounts. (2)
6. People working behind the scenes get the least recognition. (2)
7. Awards should be linked to a clearly defined goal and the type and amount of award should be stated up front. (2)
8. There should be more team awards. (2)
9. Quality step increases should be available. (2)
10. Management in my office does not give awards
11. Awards are not dispersed fairly.
12. I think everyone should get an award, not just a few.
13. Higher grade employees get special treatment.
14. With team awards, it appears that higher-ranking employees get higher awards.
15. People should get excellent ratings for doing excellent work and poor ratings for doing poor work.
16. Some receive awards for showing up for work.
17. The higher your grade the more likely you are to get a monetary award.
18. The higher your GS level the higher or more value your award.
19. Monetary awards should not be based on rating because almost everyone gets a top rating.

Appendix G Cont.

20. Workers need public recognition for their achievements.
21. There is no info available to new employees as to the types of awards and how the process works to receive an award.
22. Employees are paid to do a good job; it's called a salary. If we pay extra to some it should be deducted from the salary of those who fail to perform.
23. If an employee receives the highest rating (top block) on their annual appraisal , then they should be recognized with an honorary, monetary, or time-off award.
24. Employees in "one of a kind" positions generally get special treatment, harder to justify if you are "one of several".

Extended Comments

Recommendations: Number 2 and 3 appeared on more than one survey.

1. If an employee receives the highest rating on their annual appraisal and are not recognized with an award, the supervisor should inform them (in writing) of what they need to do to receive an award, similar to the military suspense system maintained by the adjutant.
2. Notification, from supervisor to employee, of a time-off or monetary award should be made before it showing up on the employees pay voucher.
3. Copy of justification for any award should be provided to the employee. Right now, all that is given is a CPO Personnel Action Form with just the award type. The employee has no idea why it is being given.